

Happy abroad? A study into the HRM practices for, and work satisfaction of commercial diplomats.

Master thesis

Presented by

T. Binnenmars

First supervisor: Dr. H.J.M. Ruël

Second supervisor: Dr. H.G. Van der Kaap

Date: 30-01-2014

UNIVERSITY OF TWENTE.

Contact information

Thomas Binnenmars

Zwolseweg 385

7412 AL Deventer

Email: t_binnenmars@hotmail.com

Preface

After an excited period at the University Twente, and the Royal embassy of the Netherlands in Jakarta, I can proudly present this master thesis. Initially, it was challenging to find a research topic that would be relevant and interesting to write about. However, during the internship I was able to gain valuable experiences and information that marked the beginning of a challenging and exciting period. Moreover, I considered the opportunity to do a research project on commercial diplomacy, and consequently the internship that came along with it, as extremely valuable for my personal development. Furthermore, I considered the internship as an unique opportunity to gain first-hand information from commercial diplomats on the spot, and I believe that this experience truly helped me to go in depth with this research project.

This research project could not have been written without the help and input from many individuals, but I would like to thank the following persons in particular:

Dr. H.J.M. Ruël: I would like to thank you for providing me the opportunity to bring me in contact with the Royal Dutch Embassy Jakarta, which brought me the opportunity to do the internship. Furthermore, I would like to thank you for your enthusiasm you have shared with me concerning the topic commercial diplomacy. Last but not least, I would like to thank you for your endless support you have given me in writing this research project.

Dr. H.G. Van der Kaap: I would like to thank you for giving me feedback on the structure of the research, the data analysis, as well as on the presentation of findings. Your feedback made it easier for me to further understand how to make statistical analyses, their implications and to present findings coherently .

Mrs. Keizer, Mrs. Lintvelt and Mr. Provó Kluit: I would like to thank for giving me the opportunity to do an internship at the Royal Dutch Embassy in Jakarta. The internship gave me unique insights in the work of commercial diplomats, and I appreciated all the responsibilities you have given me concerning the organisation of several trade missions.

Mr. Rahmidin: I would like to thank you for all your help you have given me during my internship, and that you have given me a lot of support and trust considering the organization of important trade missions.

Finally, I would like to thank all the commercial diplomats who were willing to participate in the interviews, or were willing to participate in the online questionnaire. Your input was extremely valuable, and without it, I would not be able to write this research project.

Summary

The value of commercial diplomacy, and different roles/activities commercial diplomats should perform, has been researched in recent years. However, working as a commercial diplomat comes along with many unique attributes, such as living and in a(n) (unknown) foreign country (with the whole family) for a couple of years, working with new business regimes and institutions, building new networks, working with new colleagues, etc. The negative relationship between work satisfaction and intention to leave has been widely explored, as well as that a low satisfaction has a negative relation with work performances and turnover. If the commercial diplomat would resign, it will involve huge costs, disrupted relationships with locals, and not to mention the negative psychological effects on individual commercial diplomats. This research aims to describe how commercial diplomats perceive certain HRM practices, to what extent commercial diplomats are satisfied with their work and adapted to their host country, and finally, to what extent commercial diplomats can be considered as one group, or whether more nuances need to be made in between groups of commercial diplomats. In total, 48 commercial diplomats have participated in this research. The central research question will be:

How do commercial diplomats perceive HRM practices, and how can their work satisfaction and adaption be explained?

Perceived HRM practices

The selection and recruitment procedures for commercial diplomats (both career diplomats and specialist) will be described in this research. The findings indicated that career diplomats working as commercial diplomats were not selected due to their achievements in the private sector, but were in general hired after graduation, and were trained to become a generalist. This implies that they can also work as a political diplomat for example. This approach can be harmful, due to the conviction that they are not able to fully master the commercial skills that are required.

Lifestyle, work contents and career development opportunities were considered to be important motivating factors of commercial diplomats. However, to what extent these individual motivations influence work satisfaction, and the services provided by commercial diplomats, should be further researched.

Broadly defined (macro-economic) training programs were provided before, and in between postings. During postings, commercial diplomats received relatively few training opportunities. However, specific training programs that specifically focused on marketing, commercial and financial techniques were in general not provided. The potential risk of this, is that commercial diplomats are not fully capable to provide services that companies require from them. This especially applies for commercial diplomats with no, or relatively little experience in the private sector.

The rewards commercial diplomats received were relatively similar (tax free allowances, which were based on the hardship-level of the country, flight tickets to the home country for the whole family, compensation regarding housing, and compensation regarding school fees for children). However, only one of the respondents indicated that he received bonuses according to well defined measurable criteria (based on grades companies gave for the quality of services). The other respondents did not receive a bonus, or partial salaries that were based on well-defined measurable

criteria. It is considered to be important to reward according to well-defined measurable criteria, and without well-defined measurable criteria, the reward system could fail to reward an effective service, and could probably reward failure.

Groups of commercial diplomats

Women were found to be highly significant more satisfied with their work compared to males. However, one should be careful not to blindly relate work satisfaction with gender without taking the responses to dissatisfaction into account. Other research indicated that gender probably not affects satisfaction, but rather gender influences the responses to dissatisfaction (men might be more tolerant of suboptimal job conditions, and will be less likely to quit their job compared to women).

Commercial diplomats working in developed countries were found to be moderately significant more satisfied compared to commercial diplomats working in emerging countries. This could be related to the lack of institutional arrangements, such the legal framework (and its enforcement), property rights, information systems (information asymmetry) etc. The lack of these institutions might increase the difficulty of their work, and consequently negatively influence the quality of services, which could negatively influence work satisfaction. However, more research is needed to what extent the lack of institutional arrangements negatively influence work satisfaction of commercial diplomats working in emerging countries.

Commercial diplomats originated from developed countries were found to be moderately significantly more satisfied with their work, compared to commercial diplomats originated from emerging countries. One explanation could be that commercial diplomats originated from emerging countries are relatively 'new' in the field of commercial diplomacy, and have to find their way in providing effective and valuable services. The aforementioned could make the work more difficult and perhaps influences their work satisfaction. However, more research is needed to explain this difference.

Adaption

The findings indicated that commercial diplomats were relatively well adapted to living in their host country (general adaption), and even more adapted to working in their host country. Received Cross-cultural training, and experience in months in the present posting has been hypothesized to be positively related to both general and work adaption.

The findings indicated that the received cross-cultural training is moderate. Consequently, this research demonstrated that the degree of received cross-cultural training is highly significantly positively related to both general adaption and work adaption. Furthermore, this research demonstrated that experience in the current posting in months is significantly related to general adaption, but not to work adaption. This research has conducted a stepwise regression analysis to determine to what extent received cross cultural training, and experience in the current posting in months are predictors of general adaption. The findings suggested that received cross cultural counts for more than 20% of the explained variance, and experience in the current posting in months for around 6%. However, this regression analysis should be considered as an initial test, whereas in future research more variables need to be added to confirm/re-determine the explained variances that were found.

Work satisfaction

Commercial diplomats appeared to be relatively satisfied with their work. The degree of general adaption, work adaption, responsibility for boundary spanning behavior roles, and local staff support has been hypothesized to be positively related to work satisfaction, and the degree of imbalance between personal life has been hypothesized to be negatively related to work satisfaction.

This research found that the degree of general adaption and work adaption is significantly positively related to work satisfaction.

The findings indicated that commercial diplomats were moderately responsible for boundary spanning behavior roles (ambassadorial role, scout role, task coordination role). The hypothesized positive relation with work satisfaction has not been tested, since the relation was not linear. However, dividing the commercial diplomats in two groups (higher and lower responsible) indicated that the group that was higher responsible, were less satisfied (though not significantly). More research is required to determine to what extent there is a potential negative relationship, which is not in line with the literature.

Commercial diplomats indicated that local staff support was perceived to be moderate. The findings also indicated that the degree of local staff support was highly significantly positively related to work satisfaction.

The findings indicated that commercial diplomats experience a moderate degree of imbalance between their personal life and work. Furthermore, a negative relationship with work satisfaction has not been found, which is not on line with the literature.

A stepwise regression analysis indicated that the degree local staff support was found to be an important predictor of work satisfaction (more than 25%), and general adaption around 6%. Work adaption did not contribute to the explained variance. This regression analysis should be considered as an initial test, whereas in future research more variables need to be added to confirm/re-determine the explained variances that were found.

Most important Managerial implications

1. The selection procedures of commercial diplomats should incorporate experience/achievements in the private sector.
2. Commercial diplomats should be more provided with training programs that specifically focuses on improving marketing, commercial and financial techniques.
3. Introduce reward systems that specifically evaluates the services provided by commercial diplomats, according to well defined measurable criteria.
4. Provide commercial diplomats the opportunity to remain for a longer period posted in a country (especially in emerging countries). It will probably take a lot of time before poorly designed institutional arrangements are well understood, as well as local networks have been build up, which are even more important in countries having poorly designed institutional arrangements.
5. Provide more and better cross-cultural training programs to commercial diplomats.
6. Local staff should be trained to be more supportive towards commercial diplomats.
7. Consider to post commercial diplomats for a longer period in a certain country, especially when it comes to postings in emerging countries.

Abbreviations

A:	Australian respondent
B:	Belgian respondent
C:	Canadian respondent
CCT:	Cross-Cultural Training
Co:	Colombian respondent
Cz:	Czech respondent
D:	Danish respondent
HRM:	Human Resource Management
N(1):	First Dutch respondent
N(2):	Second Dutch respondent
P:	Polish respondent
SMEs:	Small and medium sized enterprises
TPO:	Trade Promotion Organization

Table of contents

1. Introduction.....	1
1.1 Background.....	1
1.2 Objectives and research question	2
1.3 Scientific and practical relevance	3
1.4 Research strategy	3
2. Literature review	5
2.1 Commercial diplomacy	5
2.2 Human resource management and commercial diplomacy	5
2.3 Adjustment to an unknown (business) environment and satisfaction	7
2.4 Determinants adaption and satisfaction	8
2.4.1 Adaption to a host country.....	8
2.4.2 Imbalance between personal life and work	10
2.4.3 Boundary spanning behavior.....	11
2.4.4 Local staff support	12
2.5 Research framework	13
2.5.1 Hypotheses adaption to a host country	15
2.5.2 Hypotheses work satisfaction	15
3. Methodology	17
3.1 Research design.....	17
3.2 Data collection.....	17
3.2.1 Qualitative research	17
3.2.2 Quantitative research.....	18
3.3 Measures	19
3.3.1 Qualitative research	19
3.3.2 Quantitative research.....	19
3.4 Data analysis.....	22
4. Findings.....	23
4.1 Qualitative findings	23
4.1.1 Background information.....	23
4.1.2 Recruitment and selection	24
4.1.3 Motivation and retention	25
4.1.4 Training and development	28
4.1.5 Benefits and rewards.....	28

4.1.6 Additional findings.....	29
4.2 Descriptions of quantitative findings	29
4.2.1 Work satisfaction and intention to leave	30
4.2.2 Adaption to a host country.....	31
4.3 Groups of commercial diplomats	31
4.3.1 Concerning work satisfaction and intention to leave	31
4.3.2 Concerning adaption	32
4.3.3 Parametric testing	33
4.4 Determinants of adaption	33
4.5 Determinants of work satisfaction	34
4.5.1 Adaption to a host country.....	34
4.5.2 Imbalance between personal life and work	35
4.5.3 Responsible for boundary spanning behavior roles	35
4.5.4 Local staff support	36
4.6 Testing the research models	37
4.6.1 Testing general adaption.....	37
4.6.2 Testing work adaption.....	38
4.6.3 Testing work satisfaction.....	39
4.7 Summary of findings.....	40
4.7.1 Objective 1: First descriptions of HRM practices	40
4.7.2 Objective 2: Groups of commercial diplomats.....	41
4.7.3 Objective 3: Determinants of adaption.....	41
4.7.4 Objective 4: Determinants of work satisfaction.....	42
5. Conclusion & Discussion	43
5.1 Conclusion	43
5.1.1 Perceived HRM practices.....	43
5.1.2 Groups of commercial diplomats	43
5.1.3 Adaption to a host country.....	44
5.1.4 Work satisfaction.....	45
5.2 Discussion and implications	46
5.2.1 Perceived HRM practices.....	46
5.2.2 Groups of commercial diplomats	47
5.2.3 Adaption to a host country.....	48
5.2.4 Work satisfaction.....	50

5.3 Limitations	52
5.4 Future research	53
References.....	55
Appendices	61

1. Introduction

1.1 Background

Diplomacy has always been concerned with trade, but forces of globalization has led to an increased economic integration in which the role of governments bears greater responsibility in managing this integration. There is extensive literature on economic and trade diplomacy, which is mainly concerned with international negotiations on market access. However, far less attention has been devoted to commercial diplomacy, defined as the application of tools of diplomacy to increase commercial gains through promoting exports, attracting inward investment and persevering outward investment opportunities, and encouraging the benefits of technological transfer (Potter, 2004). An increasingly expansion into international markets, organizations must give greater attention to the selection, training, competency and adjustment of their expatriates (Strubbler, Park & Agarwal, 2011). This increasing expansion into international markets comes along with an increased importance of commercial diplomats. This implies that it is even more important to have well-functioning commercial diplomats in order to gain and sustain a competitive advantage over other nations by providing excellent requested services from home-based companies. However, if commercial diplomats would not be satisfied with their work or not able to successfully adapt to a an 'unknown' country, it would be likely that their services would suffer from it.

The importance of HRM has already been recognized by authors on commercial diplomacy, whereas Naray (2008, p.8) stated that it is a major challenge to recruit professional commercial diplomats who are in an ascending career phase due to private better material conditions offered by the private sector (salaries, stock options). But on the other hand, diplomacy remains attractive due to the good working conditions, tax free salaries, job security and high prestige. The increased importance of business-promoting commercial diplomacy requires a greater emphasis on business support, rather than on civil servant or foreign policy functions. This shift has important implications for human resource management, organizational structure and performance enhancement techniques of commercial diplomats (Kostecki & Naray, 2007). The globalisation and increased competitiveness of countries, makes good performing commercial diplomats abroad even more important. The core mission of commercial diplomacy is to promote the home country's business and economic interests in order to sustain the nation's competitive advantages over foreign markets (Naray, 2011). The relative importance of the various activities depends on the host country's business regime. The business regime is defined by the rules and processes in a business relation and is mainly influenced by culture and tradition (Kostecki and Naray, 2007, p. 14). But to cope with the business regime, commercial diplomats need to be well adapted to a host country in order to fulfil their tasks. In other words, their core tasks will be the same in every country, but are shaped by the business regime. If a commercial diplomat does not understand or is not well adapted to the environment and the business regimes of a country, it would be likely that they can not perform their tasks successfully.

Employee satisfaction and intention to leave are widely explored by many researchers, but forces of globalization have led to an increased interest in these topics again in recent decades. More specific, the internationalization of business over the last decades has "increasingly focused attention on the international dimensions of human resource management practices" (Black & Gregersen, 1990, p. 485). Interestingly, the field of commercial diplomacy is relatively new and research concerning HRM

in the field of commercial diplomacy is relatively unknown. Nonetheless, expatriate managers have received an increased amount of interest in the last decades, from which we can deduct relevant input for our research. "Due to the rapid rise of globalization over the past half century, organizations are faced with new challenges in managing global human resources such as expatriate failure and intercultural ineffectiveness" (Strubbler, Park & Agarwal, 2011). Expatriate managers returned prematurely from assignments abroad ranged between 16% and 70%, based on the relative novelty of the host country (Sims & Schraeder, 2004). The costs of failure and replacing them varies from \$65.000 to \$1 million (Shannonhouse, 1996, p. 8) per prematurely returned manager, let alone the damaged reputations, disrupt relationships with locals and the negative effects on the expatriate's psychological health (Fisher & Hartel, 2003). The aforementioned figures indicate that prematurely returned managers comes along with many negative aspects, and therefore needs to be evaded as much as possible.

1.2 Objectives and research question

We can conclude from the aforementioned that it is imaginable that it is quite a challenge for a commercial diplomat to constantly relocate after every couple of years, while at the same time it is excellent services are required to provide. One of the objectives, which is the first stage of this research, is to describe how certain human resource practices are perceived by commercial diplomats. Practices such as recruitment and selection, training and development, motivation and retention, and finally the benefits and rewards. These descriptions should be seen as initial descriptions of how these practices are perceived. Furthermore, these descriptions should be seen as a begin to fill in a gap in the un-explored literature in the field of HRM and commercial diplomacy. Based on what has been found in this first stage and an extensive literature review, we have adopted an interesting topic to be further researched. We have found that it would be interesting to determine to what extent commercial diplomats are adapted to their host country, and to what extent they are satisfied with their job. Based on the descriptions of the human resource practices, we were able to derive interesting possible determinants that could be related to adaption and satisfaction of commercial diplomats, which has been further acknowledged by an extensive literature review. Finally, commercial diplomats are considered as one group, but this research is also aiming to determine to what extent adaption to a host country, and satisfaction differs between different groups of commercial diplomats. The objectives for this research are going to be:

1. To determine how pre-determined HRM practices (recruitment and selection, motivation and retention, training and development and rewards and benefits) are perceived by commercial diplomats.
2. To determine to what extent there are differences in satisfaction, adaption and intention to leave between different groups of commercial diplomats (gender, location of posting, origin, size and age)
3. To determine to what extent commercial diplomats are adapted to their host country, and if experience in the current posting, and cross-cultural training are positively related to adaption.
4. To determine to what extent commercial diplomats are satisfied with their work, and if adaption to a host country, responsibility for boundary spanning behaviors and local staff support are positively related to work satisfaction. Besides, to determine to what extent imbalance between personal life and work is negatively related to work satisfaction.

The central research question is derived from the aforementioned objectives, and is going to be:

How do commercial diplomats perceive HRM practices, and how can their work satisfaction and adaption be explained?

1.3 Scientific and practical relevance

Scientific relevance: Commercial diplomacy is a an important factor in the on-going process of globalization, and scientific research lacks so far (Kostecki & Naray, 2007). Roles and activities of commercial diplomats has already been analyzed by Naray (2008), but to what extent commercial diplomats are able to quickly adapt in order to perform these roles successfully, and to what extent they are satisfied with their work, and what factors could enhance the aforementioned is unknown.

Practical relevance: A growing concern of governments to encourage competitiveness of their economies to respond to opportunities and threats of global markets is not hard to find (Naray, 2008, p. 2). It is estimated that the total number of commercial diplomats across the world is no fewer than 20.000, and the costs of commercial diplomacy operations (salaries and operating costs) exceed half a billion US dollars per year (Naray, 2008, p. 3). Globalization has led to an increased importance for countries having well-performing commercial diplomats abroad. Commercial diplomats who understand their institutional environment in terms of business regimes, business regulations, and ability to cope with living in an 'unknown' country, and relocating after every couple of years are probably having a competitive advantage over commercial diplomats who understand and cope the aforementioned not that well. Furthermore, identifying and working on factors that further enhances the work satisfaction of commercial diplomats, shall probably have a positive outcome on the quality of services being provided.

1.4 Research strategy

This research adopts a deductive and an inductive approach. We start with a deductive literature review in which we describe commercial diplomacy, the relatively unknown field of HRM applied to commercial diplomacy, and HRM practices in general. Since the field of HRM and commercial diplomacy is very limited, we have chosen to initially research how commercial diplomats perceive specific human resource practices. Based on semi-structured interviews with commercial diplomats in Indonesia, we were able to provide initial descriptions of these practices. The results from these qualitative interviews (inductive approach) formed the base for determining the specific topics of interest (adaption and satisfaction of commercial diplomats), as well as the potential determinants that could be related to adaption and satisfaction (first stage of this research).

A literature review has been carried out in order to link the potential related determinants to adaption, and work satisfaction (second stage of this research). The aforementioned described research strategy can be described as a mixed-method strategy. The mixed-method research strategy in this research can be characterized as follows:

1. The quantitative and qualitative data are collected sequentially.
2. The priority lies on the quantitative data (qualitative research as input for quantitative research).
3. The function of the integration is exploration (qualitative data as input for gaining an understanding of an interesting and relevant research topic, and potential related determinants).
4. A mixed method research strategy has been chosen at the data interpretation stage (once we had the results from the semi-structured interviews).

5. This research is multi-strand, which implies that we have used different sources for the quantitative and qualitative research.

We want to make clear that we decided to conduct a quantitative analysis after we have analysed the qualitative data (step 1). The findings derived from the semi-structured interviews gave us insights in how to go in depth concerning adaption and work satisfaction, in which the priority lies (step 2). The findings from the semi-structured interviews can therefore be characterized as exploration, from which we have partially deducted the base and relevance for the quantitative research (step 3). We decided to conduct a mixed method research strategy at the data interpretation stage (when analysing the qualitative data), since the results from the qualitative study were considered to be interesting, but not exhaustive enough, and more importantly, the findings showed us the potential relevance to conduct a quantitative study concerning adaption and work satisfaction of commercial diplomats (step 4). Finally, this research is multi-strand, which implied that we used different sources for the qualitative study (commercial diplomats in Indonesia) and quantitative study (commercial diplomats from Brazil, Canada, India, Indonesia and the Netherlands) (step 5).

Since theories concerning commercial diplomats are relatively scarce, we did not solemnly want to be led by theories, and therefore chosen to combine findings of the qualitative study with literature in the literature review.

In order to test the causal relationships, statistical inferences are going to be made. The data that is going to be used for the statistical inferences is collected via an online-questionnaire send to commercial diplomats from various countries and posted in various countries. In this way, we can offer more reliable conclusions when we speak of commercial diplomats in general. After testing the causal relationships, we are going to conduct linear regression models in order to determine what combination of potential related determinants holds when combined with other variables. A research model is going to be presented in section 2, in order to visualize both stages of this research, as well as the hypothesized causal relationships.

2. Literature review

In this section we are going to develop a research framework that enables us to identify relevant determinants for the adaption and satisfaction of commercial diplomats. Furthermore, as indicated in the research strategy in section 1.4, we are going to include phrases derived from the semi-structured interviews in the literature review as well. We have chosen this approach in order to further emphasize the relevance of the chosen determinants.

2.1 Commercial diplomacy

Commercial diplomacy is only part of diplomacy itself, and can be defined as follows: "Commercial diplomacy describes the work of diplomatic missions in support of the home country's business and finance sectors in their pursuit of economic success and the country's general objective of national development. It includes the promotion of inward and outward investment as well as trade (Saner & Yiu, 2003). In other words, commercial diplomats are state representatives with diplomatic statuses aiming to encourage business through a series of roles that are performed in various activity areas. Areas such as trade promotion, investment promotion, and cooperation in science and technology (Naray, 2011, p. 122).

The subject commercial diplomacy also causes controversy, sceptics ask for example: "Why should the French government support a French company willing to expand in Stuttgart while this same government does not help the company back home in Paris or Strasbourg" (Carron de la Carrière (1998, p. 121). Others argue that companies are too much depending on government assistance which hinders them to learn from internationalization efforts themselves (Naray, 2008, p. 3). On the other hand, research of Rose (2005) has shown that diplomatic representation leads to an additional export between 6% and 10% for every additional consulate abroad, and an embassy has even greater effects. Fact is that almost all competitive countries have well performing business support services to assist business development abroad conducted by commercial diplomats. Moreover, due to the rapid globalisation and increased competitiveness of countries, it is becoming even more important to have excellent functioning business support activities..

2.2 Human resource management and commercial diplomacy

We found that there is a major gap to fill, since there is no study that applied and combined HRM with commercial diplomacy. Moreover, researchers in the field of commercial diplomacy suggested to do more research concerning HRM and commercial diplomacy both implicitly and explicitly. For example Carron de la Carrière (1998) indicated that business support is no job for traditional diplomats. It is very difficult for traditional diplomats to perform business supporting activities, since the job acquires personnel that is familiar with marketing and are having market knowledge. Furthermore, commercial diplomats should master commercial and financial skills, but in general, they fail in mastering these required skills. As a CEO of a Swiss multinational summed it up : 'we need people (commercial diplomats) who understand international SME's and explain things well and fast' (Carron de la Carrière, 1998). Therefore, the definitions of the commercial diplomats individual job descriptions and boundaries in the activity areas (such as trade, intellectual property and foreign direct investment) will play an important part in further redesigning the HRM system (Naray, 2008).

Another important aspect that should be enhanced according to Carron de la Carrière (1998), as well as Lee (2004, p. 53), Mercier (2007) and Naray (2011), is that cross-fertilization between the public

and private sector could improve the required skills. It would constitute a vital exchange of skills between the public and the private sector. This can be achieved by hiring senior managers from the private sector for a couple of years. Being able to attract these highly skilled individuals, result-based motivation and reward system, diplomatic status, flexible terms of reference, the social role of the function and the opportunity to gain experience in governments and in new markets need to be stressed (Kostecki & Naray, 2007, p. 30).

The relevance of individual motivations of commercial diplomats has already been highlighted by research of Kostecki and Naray (2007). They have argued that both the quality of general services and networking services provided by commercial diplomats are highly influenced by individual motivations. However, what these individual motivations are, are unexplored.

Since the role of commercial diplomats is further acknowledged in recent years, the traditional organizational structure for commercial diplomats has been questioned. "To what extent commercial diplomats should contribute to political affairs, such as business-government projects in the area of technical assistance, review of inter-governmental trade agreements, dispute settlement and so on has to be reviewed" (Kostecki & Naray, 2007, p. 30). This implies a shift away from a structure that is dominated by the Ministry of Foreign Affairs or Ministry of Trade, towards a TPO-led network comprising the ministries, and at the same time empowering commercial diplomats to perform according to well-defined and measurable criteria. Furthermore, Kostecki & Naray (2007, p. 30) indicated that the choice of evaluation and motivation should be key issue. If the specific services of commercial diplomats would not be rewarded effectively, it will probably reward failure. Moreover, there is a rising conviction that commercial diplomats should have their performance evaluated by both business managers and governments (Kostecki & Naray, 2007, p. 20). Examples of measurement of rewards and benefits: Number of clients, client loyalty and revenue generated due to the efforts of commercial diplomats. These indices could also include service fees earned, export growth by the commercial diplomats clients, a listing of business transactions (or problems) concluded (or solved) with the commercial diplomat's assistance etc. (Kostecki & Naray, 2007, p. 20).

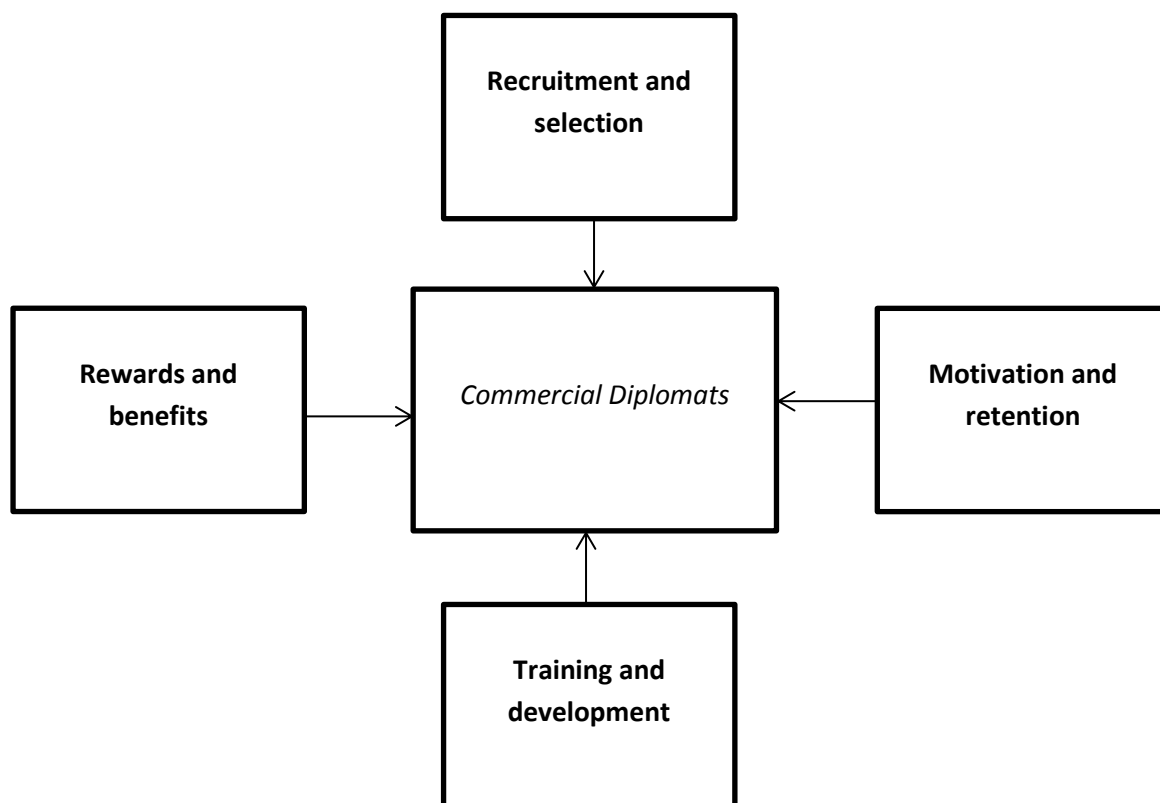
Furthermore, commercial diplomats often have some economic or commercial school training, but little direct business know-how such as Polish and German commercial diplomats (Naray, 2008, p. 9). Traditional diplomats are generally thought of being ill-equipped to manage foreign economic policies effectively, since their work was mainly concerned with high politics (Lee, 2004, p. 53).

Other countries such as Japan and Korea encourage their commercial diplomats to remain for a longer period of time in the same posting to ensure good local contacts and expertise (Kostecki & Naray, 2007, p. 25). Besides, it has been increasingly recognized by researchers and Ministries of Foreign Affairs/Ministries of Trade that commercial diplomats need to be trained in business skills which requires specialist training. On the other hand the selection of commercial diplomats also needs to be reconsidered, whereas newly recruited commercial diplomats should ideally combine strengths in international experience and business, preferably in senior marketing and familiar with the involved institutions (Naray, 2011, p. 146).

The literature review slightly touches the relevance of discussing, and the reconsideration of the following practices: Recruitment and selection, motivation and retention, training and development, and rewards and benefits. However, at this point, it is relatively unknown how these practices are

filled in, and we are therefore aiming to provide initial descriptions of these practices. Figure 1 visualizes the first goal of this research, which is to determine how the aforementioned HRM practices are perceived by commercial diplomats.

Figure 1: Visualization of HRM practices that are going to be researched



2.3 Adjustment to an unknown (business) environment and satisfaction

The semi-structured interviews indicated that factors that came along with working in a new environment, such as adapting to a country, and living in a specific country were very important aspects for commercial diplomats. Relocating after every couple of years to a new posting (with the whole family) costs a lot of effort, let alone the adaptation to a new country, to new business regimes and regulations commercial diplomats have to deal with, in order to perform their business promoting tasks successfully. The respondents indicated that if a commercial diplomat was in general not well adapted to the new environment, or not well assisted, this would negatively influence their satisfaction with working abroad. Nowadays it is widely accepted that a low satisfaction has a negative relation with work performances and turnover (Birdseye & Hill, 1995).

Work satisfaction has been defined as the “positive emotional state resulting from the appraisal of one’s job or job experiences” (Locke, 1976). Therefore, work satisfaction emphasizes the specific task environment where an employee performs his or her duties (Mowday, Porter and Steers, 1982 out of Naumann, 1993). From the economic perspective, work satisfaction is a unitary concept that can be explained in monetary terms (Bonache, 2005). Since people are assumed to like rewards, but dislike

effort, a better salary for an identical level of effort will determine the decision to quit (Froese & Peltokorpi, 2011). However, from the psychological perspective, which is assumed to be more relevant for commercial diplomats, work satisfaction is often described to include task environment, compensation, communication and social relations at the work place (Spector, 1997). In domestic settings, employee personality and job, task and organizational characteristics are found to determine work satisfaction. These determinants also holds for expatriates to a certain extent, such as autonomy, skill variety, role ambiguity and task identity (Froese & Peltokorpi, 2011). However, other determinants need to be further explored as well, since working abroad adds some distinct features such as working in an unknown environment which comes along with a certain degree of uncertainty.

The negative relationship between satisfaction and intention to leave has been widely explored by many researchers. Moreover, meta-analytic procedures were applied by Hellman (1997, p.686) to determine the generalizability (across age, tenure and employing organization) of the relationship between job satisfaction and intention to leave, and indicated that the relationship was “significantly different from zero and consistently negative”. Thus, the negative relationship between satisfaction and intention to leave is not new, and we assume that this relationship also holds for commercial diplomats. However, we have already described the huge costs, the disrupted relationships with locals and the negative psychological effects on individuals when employees are returning to their home country prematurely. Therefore, we only want to determine, in terms of intention to leave, if there are commercial diplomats considering to leave their present posting.

2.4 Determinants adaption and satisfaction

We have identified four determinants that are hypothesized to be related to the satisfaction of commercial diplomats, and two determinants that are hypothesized to be related to adaption to a host country.

2.4.1 Adaption to a host country

Adaption to a host country can be difficult if language, religion, political system, values, daily customs, family structure, economic system and general world view are (significantly) different compared to the home country (Black, Mendenhall & Oddou, 1991, p. 305).

In general, based on the interviews, all commercial diplomats receive hardship level (tax free) allowances as an incentive to work in countries that are perceived to be more difficult to adapt to. For example Indonesia was by many countries considered to be as a “very hard” country to live in, due to overpopulation, pollution and distance from the home country.

C: “We receive hardship level allowances which are tax free. You accumulate points every month, based on the hardship level of the host country”

All respondents indicated that working in new environments, building up networks, working with bright people with different backgrounds is inspiring for them.

N(1): "Working in different countries, and building up a network of friends is very motivating for me. I have the opportunity from the Ministry of Foreign Affairs to make the world a better place, modestly of course. Most of my colleagues are idealists"

D: "I meet a lot of people with many backgrounds. I also have the opportunity to work with bright people, and working with different kind of people with different cultures"

Research in the 1980s (Black, 1988; Black & Stephens, 1989; Black et al, 1991) suggest that there are at least two specific facets of international adjustment: adjustment to work, and adjustment to the general environment, and suggest that international adjustment is not a unitary construct (Black, et al. 1991, p. 304). These facets are well known and still widely adopted by many researchers to describe cross-cultural adjustments processes (Strubbler, Park & Agarwal ,2011).

These two specific facets are based on key factors identified by Black, et al. (1991), which implied that these key factors affects intercultural effectiveness and adjustment while defining "1) intercultural effectiveness as the ability of a person within the intercultural environment, and 2) adjustment as the overall multifaceted process through which expatriates develop an increasing degree of satisfaction in being able to cope with a cross-cultural environment" (Strubbler, Park & Agarwal, 2011). Intercultural effectiveness and adjustment include four dimensions, namely self-orientation, other-orientation, perceptual skills and cultural toughness. Self-oriented individuals engage in activities and have the capabilities that increase their self-esteem and confidence to find replacements for their home interests and activities. Besides, they can handle stress and have the capabilities to demonstrate efficacy in both work and social environments. Other-oriented individuals have the capability to develop strong relationships with host nationals, and actively seek and find mentors. Individuals with strong perceptual skills tend to engage situations in a more non-judgmental, non-evaluative way. Successful expatriates and commercial diplomats are often required to adjust to cultural toughness, which implies that they have to adjust to differences in standards of living, and the greater the difference, the more difficult (Strubbler, Park & Agarwal, 2011). However, to what extent commercial diplomats are adapted to a host country, and if this is related to the work satisfaction of commercial diplomats is unexplored, and research could shed more light on this phenomenon. Furthermore, it would be interesting to determine how adaption to a host country can be further enhanced.

Experience (in time) at the current posting

Takeuchi, Tesluk, Yun & Lepak (2005) integrated and extended findings from research on work experience (e.g. Tesluk & Jacobs, 1998), time (e.g. Goodman, Lawrence & Ancona, 2001), cross cultural psychology (e.g. Hofstede, 1980) and expatriate adjustment (e.g. Selmer, 2002) to distinguish between multiple facets of experience and to what extent these facets influenced expatriate adjustment. They found that current tenure experience was the most import aspect of adjustment to a host country. We are therefore especially interested to determine to what extent commercial diplomats have experience in their current posting, and to what extent this is related to the adaption of commercial diplomats. Current tenure experience is an even more important aspect for

commercial diplomats, since they are in general only a couple of years posted in a certain country. Furthermore, Black & Gregersen, (1991); Shaffer, Harrison & Gilley (1999) argue that a growing body of research supports the importance of adding a time perspective in the understanding of expatriate adjustment.

Cross cultural training

The world is becoming more cross-cultural, wherein an increased organizational diversity, use of multicultural teams, and internationalization of economies emphasizes the importance of cross-cultural training (CCT) (Littrell & Salas, 2005, p. 307). The importance of CCT is based on three arguments: "Financial loss associated with expatriate assignment, the lack of a conclusive answer regarding the effectiveness of CCT, and the continuing evolution of the workplace toward increased diversity" (Littrell & Salas, 2005, p. 306). Expatriates continue to experience difficulties on foreign assignments, for example problems associated with inadequate transfer of managerial practices (Selmer, 2001) to concerns surrounding adjustment to foreign cultures (Caligiuri, Philips, Lazarova, Tarique & Bürgi, 2001).

CCT has been defined as an "educative process focused on promoting intercultural learning through the acquisition of behavioral, cognitive and affective competencies required for effective interactions across diverse cultures" (Littrell & Salas, 2005, p. 308, out of Landis & Brislin, 1996). CCT differs from traditional training in that the focus is on attitudinal changes rather than on the acquisition of information (Bhagat & Prien, 1996). Success in an international assignment is indicated by the degree of personal adjustment to the new host environment, the degree of professional effectiveness in accomplishing business responsibilities, and the degree of interpersonal adjustment. In other words, expatriates have to be provided with knowledge, skills and attitudes in order to enhance cross-cultural adjustment, effective on-the-job performance and interaction with host nationals (Baumgarten, 1995; R. Bennett, Aston, & Colquhoun, 2000; Forster, 2000).

Commercial diplomats can be offered multiple training techniques, such as didactic, attribution, culture awareness, experiential, cognitive behavior modification, interaction and language training to foster a better adjustment (Bhawuk & Brislin, 2000; Kealey & Protheroe, 1996).

2.4.2 Imbalance between personal life and work

The semi-structured interviews indicated that their work demands a lot of their personal life, for example: 1). Working a lot in overtime, 2. Participating in network events and dinners in the evening or during weekends. 3. Partners are in many countries not allowed to work, since they have a diplomatic passport as well (negatively in both psychological and financial ways). 4. Family has to be very flexible in order to follow the commercial diplomat to the next posting every couple of years. 5. Losing networks of friends back home. Typical statements from commercial diplomats underlines the previous:

B: "Sometimes I work 16 hours per day without any extra incentives, besides it puts a lot of stress on my family life".

A: "The work takes a lot of your personal life, if your partner for example has a stationary position, it is hard to move every couple of years. It ruins their life".

N(2): *"It is quite difficult to demand from your partner to stay at home, since they are often not allowed to work due to their diplomatic passport. Moreover, many partners are usually well educated and have to sacrifice their career. This comes along with certain tensions in the family".*

These statements indicated that it could be possible that commercial diplomats find it difficult to simultaneously fulfill their roles as commercial diplomats, as well as roles in their personal (family) lives.

In recent decades, significant changes have occurred in both the work and family lives of individuals throughout the world. "The increased number of women, dual earner couples and single parents in the workforce coupled with significant changes in gender and family roles have begun to highlight issues surrounding work and family balance" (Googins, Griffin, & Casey, 1994; Hogg & Harker, 1993; Lewis, 1997). In addition, an increased desire to have a harmonious balance between career, family life, and leisure activities has evolved as well (ILO, 1992; Offermann & Gowing, 1990; Zedeck & Mosier, 1990).

Imbalance between personal life and work reflects a "mutual incompatibility between the demands of the work role and the demands of the family role" (Parasuraman & Greenhaus, 1997). Research of Galinsky, Bond, & Friedman (1996) indicated that employees without traditional families (e.g. non parents and single employees) experience imbalances between their personal life and work as well, and a distinction should therefore not be made between the groups. Imbalance between personal life and work is in particular interesting for employees working internationally, since they experience excessive demands in both work and personal life due to living and working in a new environment (Grant-Vallone & Ensher, 2001, p. 264). Consequently, international employees are likely to experience an increased deal of conflict due to competing demands between their work and family lives. Real costs are related to work and personal life conflicts (Grant-Vallone & Ensher, 2001, p. 262), moreover it can also lead to negative outcomes in health, and may decrease organizational commitment and job satisfaction (Burke, 1988; Thomas & Ganster, 1995).

Grant-Vallone & Ensher (2001, p. 270) have researched to what extent personal life interfered with work, and found in their study that 60 % of the participants (expatriates) reported that their work interfered with their personal life. This is in line with (Frone, Russell, & Cooper, 1992; Gooler, 1996) However, to what the imbalance between personal life and work are related to satisfaction is unexplored, and need to be further researched.

2.4.3 Boundary spanning behavior

Core responsibilities of commercial diplomats are trade promotion, investment promotion, and cooperation in science and technology (Naray, 2011, p. 122), and are acknowledged by the respondents as well.

P: *"My main task is the promotion of Polish companies. Besides, I have to look for potential Indonesians who wants to invest in Poland".*

Cz: *"My main tasks are 1). reporting about economic developments in Indonesia. 2). Looking for opportunities, tenders, and interesting companies. 3. Introducing Czech companies in Indonesia. 4. Supporting companies in Indonesia, especially when they*

need help to get in contact with the government (high level). 5. Looking for investors to attract them to invest in the Czech Republic”.

A: *“I have to keep an eye on Indonesian economic and trade policy. Besides, I monitor developments that could be interesting for Australian exporters. And finally, keeping Australian exporters located in Indonesia up to date about mainly agriculture, mining, banking and education”.*

These statements indicated that their level of interaction with the host environment is high, but to what extent they are responsible for different roles of boundary spanning behaviour is relatively unknown and probably dispersed.

Organizations are considered to be open systems that need to interact with and adjust to their external environments. “Boundary spanning is the activity by which individuals within an organization needs and provide information for internal users” (Scott, 1995). It can be broadly defined as the amount of interactions that commercial diplomats exchange, and these commercial diplomats are called boundary spanners (Au & Fukuda, 2002, p. 285). Environmental uncertainties contain a lot of elements over which Embassies and TPOs have little control, and therefore commercial diplomats who perceive their environments as uncertain are probably tended to engage in more boundary spanning activities to gain a better understanding and control over new business regimes. Moreover, being more responsible for these roles, or taking more responsibility is expected to have a positive influence on work satisfaction. Since, being more responsible for these roles probably enhances a better understanding of the business environment and consequently enhances the quality of the services of commercial diplomats.

Ancona & Coldwell (1992) have developed four distinct roles of boundary spanning activities. These roles are the ambassador, task coordinator, scout and guard role. However, Au & Fukuda (2002, p. 289) have reviewed the guard role and deleted it, since it showed too much overlap with the other roles. The ambassador role contains a set of activities to protect the organization from outside pressure, to persuade others for support and lobbying for resources. These activities include both protective and persuasive goals. The task coordinator role contains a set of activities in which problems are discussed, activities coordinated and things procured with people outside the organization. The scout role contains a set of activities that involves general scanning activities concerning the competition, market and technology, wherein mapping and information gathering play important roles (Ancona & Caldwell, 1992, p. 640-641).

2.4.4 Local staff support

Based on our own experiences and the semi-structured interviews, local staff support was considered to be important for commercial diplomats. They heavily relied on locally engaged staff who are specialized in their assigned sectors, which were based on their experience throughout the years. Moreover, around half of the staff in an embassy/TPO consists out of locally engaged staff, which makes it even more important that commercial diplomats feel supported by them in their relative short presence (usually 3 or 4 years). Out of the interviews, we found indications that there could be a tension between commercial diplomats and locally engaged staff.

C: *“I can not choose my focus areas in which I am working, it is assigned to me. Locally engaged staff is hired to do sector specific work. But sometimes I feel like a teacher by*

improving market reports and official messages written on market analyses of local staff”.

One of the participants in the online-questionnaire, added the following in his comments:

Co: *“There is a factor of the local staff members with more experience in the new culture that compete with you and see the newcomer as a threat instead of an ally”.*

Newcomers have few established relationships with supervisors, co-workers, work groups and the organization, yet the “desire for positive social relationships is one of the most fundamental and universal human needs” (Baumeister & Leary, 1995). Entering a new organization is associated with uncertainty, anxiety and reality shock (Jones, 1986), however commercial diplomats are already familiar with the organization (Ministry of Foreign Affairs and/or Ministry of Trade) and previous postings, so the organization itself is not entirely new. But supervisors, co-workers and work groups are different compared to Ministries or previous postings.

According to relational cohesion theory, newcomers go through on-going exchanges such as socialization, individuals develop perceptions of support from the organization and a sense of unity with the organization, which leads to affective and behavioural commitment (Allen & Shanock, 2012). In the context of newcomer adjustment and retention, socialization tactics are methods to foster exchange and develop human, social and cultural capital. “Newcomers enter organizations with relatively unstructured cognitive maps, experience some degree of disorientation and reality shock, and need to make sense of the new environment and their place in it” (Allen, 2006, p. 239). Socialization tactics are methods organizations use to help newcomers adapt, however individuals are also responsible for their own socialization and sense making by seeking information and feedback (Cooper-Thomas & Anderson, 2002; Morrison, 1993). Van Maanen and Schein (1979) suggest that socialization tactics can be classified into six types: collective-informal, sequential-random, fixed-variable, serial-disjunctive and investiture-divestiture. These are all operationalized in the socialization tactics scale of Jones (1986). Since we are only interested in local staff support, we will solely focus on the serial-disjunctive and investiture-divestiture types. Serial-disjunctive tactics provide the newcomers (commercial diplomats) with ‘mentors’, whereby the experienced insiders (local staff in this case) aid in making sense of the environment and provide resources to turn to for assistance (Louis, 1980). Besides, these tactics that are more serial also takes advantage of social learning processes to aid newcomers in attaining a sense of competence and task mastery (Bandura, 1991). Investiture tactics provide newcomers positive social support from experienced organizational members, whereby an aspect of newcomer adjustment is to gain a sense of competence and confidence (Allen, 2006, p. 240). Tactics that are more investing in newcomers by providing positive social feedback may be better suited to aid newcomers develop this sense of competence.

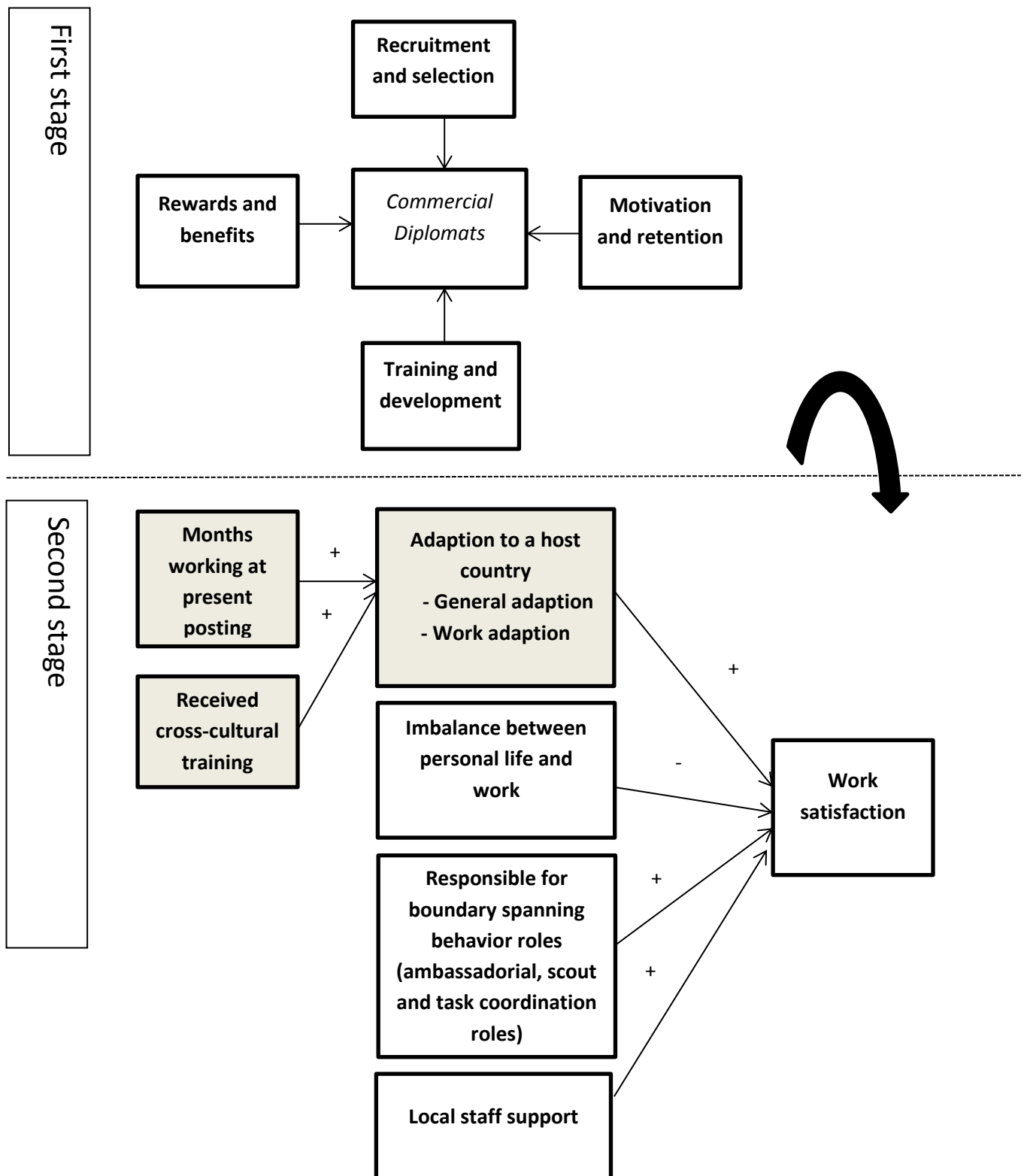
2.5 Research framework

In section 2.2 we have already introduced the first stage of the research framework, and the second stage will be introduced in this section. We have chosen to divide the second stage into two models in which we operationalize the independent variable adaption to a host country and work satisfaction separately (in which adaption to a host country is a dependent variable). Based on the research framework visualized in figure 2, the central research question is going to be:

How do commercial diplomats perceive HRM practices, and how can their work satisfaction and adaption be explained?

However, how HRM practices of commercial diplomats from various countries are perceived, is analyzed separately, and has to be considered as initial descriptions. Based on insights from these semi-structured interviews, as well as an extensive literature review, we have derived the research model for this research.

Figure 2: Research model



2.5.1 Hypotheses adaption to a host country

Based on the literature, we have chosen to divide adaption to a host country into general adaption and work adaption. We have hypothesized that degree of experience in the current posting is positively related to both general adaption and work adaption. Furthermore, we have hypothesized that degree of cross-cultural training is positively related to both general adaption and work adaption. The hypothesized relations have been made visually clear in figure 2, and are described in table 1.

Table 1: Hypothesized relations with adaption to a host country

Area	#	Hypothesis
Experience in the posted country	1a	Degree of experience in the current posted country is positively related to general adaption.
Experience in the posted country	1b	Degree of experience in the current posted country is positively related work adaption.
Cross-cultural training	2a	Degree of received cross cultural training is positively related to general adaption.
Cross-cultural training	2b	Degree of received cross cultural training is positively related to work adaption.

2.5.2 Hypotheses work satisfaction

Due to the relatively uncommon work conditions of commercial diplomats, we want to determine whether the following determinants are related to work satisfaction.

As indicated in the operationalization of the hypotheses of adaption to a host country, we have divided adaption into general adaption and work adaption. We hypothesize that degree of general adaption will be positively related to general satisfaction. Furthermore, we hypothesize that degree of work adaption will be positively related to work satisfaction as well.

Commercial diplomats have indicated that they experience a certain degree of personal life - work conflicts, however we do not know to what extent this will be negatively related to work satisfaction. However, based on the literature we hypothesize that degree of personal life-work conflicts will be negatively related to work satisfaction.

Furthermore, the responsibility in boundary spanning behavior roles are probably important behaviors to engage in for commercial diplomats. However, we have not found any literature that suggests a positive relation, however we are going to hypothesize that degree responsibility for boundary spanning behaviors is positively related to work satisfaction. We assume that being responsible for these roles would enhance a better understanding of the business regime in which they are working and consequently enhances work satisfaction.

Finally, commercial diplomats have to work with many locally engaged staff, and have to get along with them since they are the local experts. Moreover, locally engaged staff is often responsible for a certain area/industry, so commercial diplomats should be well supported in order to conduct their tasks successfully. Therefore, we hypothesize that degree of local staff support will be positively

related to work satisfaction. The hypothesized relations are described in table 2, and visualized in figure 2.

Table 2: Hypothesized relations with work satisfaction

Area	#	Hypothesis
Adaption to host country	3a	Degree of general adaption is positively related to work satisfaction.
Adaption to host country	3b	Degree of work adaption is positively related to work satisfaction.
Imbalance between personal life and work	4	Degree of imbalance between personal life and work is negatively related to work satisfaction.
Responsibility for Boundary spanning behaviour roles	5	Degree of responsibility in boundary spanning behaviours is positively related to work satisfaction.
Local staff support	6	Degree of local staff support is positively related to work satisfaction.

3. Methodology

3.1 Research design

This study consists out of two parts, the first part will present the results of the exploratory semi-structured interviews (qualitative research). The exploratory interviews offered us insights in how commercial diplomats perceive the following HRM practices: Recruitment and selection, training and development, motivation and retention and finally benefits and rewards. The second part will consist out of the results derived from the online questionnaires (quantitative research) designed to test the hypothesized relations. The following determinants were tested in order to determine whether a significant relation with work satisfaction can be found: 1). Adaption to a host country, 2). Imbalance between personal life and work, 3). Responsibility for boundary spanning behaviour roles, and 4). Local staff support. Both parts are cross-sectional, based on observations representing at a single point in time (Babbie, 2007, p. 102).

The combination of both qualitative and quantitative research is known as a mixed method research, and has received strong support in the field of evaluation research and other applied research in recent decades (Tashakkori & Teddie, 2003). Besides, doing either quantitative or qualitative research both have their weaknesses. A disadvantage of quantitative data is for example the limited in depth descriptive power, whereas qualitative data has low statistical power in general.

Since there are many ways of doing mixed method research, Bryman (2006, p. 98-99) has identified 5 steps, based on 232 mixed method studies, to define a particular mixed method research. Our study can be characterized as follows: First, The quantitative and qualitative data are collected sequentially. Second, the priority lies on the quantitative data (qualitative research as input for quantitative research). Third, the function of the integration is exploration (qualitative data as input for gaining an understanding of an interesting and relevant research topic). Fourth, we have chosen a mixed method research at the data interpretation stage (once we had the results from the semi-structured interviews). Finally, this research is multi-strand, which implies that we have used different sources for the quantitative and qualitative research. Mixed-method research is a very broad research method, and can be performed in many ways, therefore Bryman (2006, p. 105-107) has identified 16 potential justifications for using a mixed method research. The justification of using mixed method research for this particular study is at least twofold: First, it offers 'completeness', which refers to the notion that the researcher can bring together a more comprehensive account of the area of enquiry if both quantitative and qualitative research is conducted. Second, it offers us 'Instrument development', which refers to contexts in which qualitative research is employed to develop the determinants and scale items for the questionnaires.

3.2 Data collection

3.2.1 Qualitative research

We have approached 11 commercial diplomats from developed countries, and 10 commercial diplomats from emerging countries. Interestingly, commercial diplomats originated from developed countries were far more willing to participate, compared to commercial diplomats originated from emerging countries (8 and 3 respectively). In total, we were able to interview 11 commercial

diplomats (response rate of 52%) posted in Indonesia, Jakarta. The respondents were originated from Australia, Belgium (2), Brazil, Canada, the Czech Republic, Denmark, the Netherlands (2), Poland and the USA. All respondents were working for the Embassy, except a Belgian respondent who was working for a Belgian TPO. We have used a voice recorder to capture the interviews, and transcribed them within one week. However, due to security reasons the Embassy of the United States did not allow guests to carry technological devices into the Embassy, and we therefore had to make notes on the spot. Most interviews were conducted in the Embassy of the commercial diplomat, but the Canadian and Australian diplomat had the same strict rules concerning technological devices as the United States. However, they suggested to do the interview in a nearby coffee shop in order to give me the opportunity to use the voice recorder. The interviews took between 30 and 45 minutes each, which depended on the extent to which the commercial diplomats wanted to go in depth concerning their answers (See appendix A for the interview request, appendix B for interview protocol and appendix C for the interview).

3.2.2 Quantitative research

For the online questionnaires we have chosen to approach commercial diplomats from various emerging and developed countries. We have not approached commercial diplomats from developing countries, since we have seen and experienced that developing countries are in general not well represented abroad, let alone in having specific diplomats or trade attaché's devoted to economics or trade. There seems to be little consensus when it comes to the categorization of emerging countries, but we have reviewed the lists of Next-11/BRIC, Civets, FTSE, MSCI, The Economist, S&P, Dow Jones and Eagles/Nest and we have chosen to accept a country as emerging if at least 5 out of 8 of these databases agreed upon it. This method resulted in 28 countries that were perceived to be emerging (see table 3). There is more consensus concerning developed economies, and the IMF has published a list of 35 countries that are considered to be developed. However, some of these countries are too small to take into consideration, since they do not have foreign representations. See table 3 for a full overview of countries that were included. Furthermore, we wanted to make our research more reliable by approaching commercial diplomats in multiple countries. Approaching these commercial diplomats in only one country could lead to problems concerning generalizability. Therefore, we have approached commercial diplomats posted in 5 countries in Asia, Europe, and the America's (Brazil, Canada, India, Indonesia, and the Netherlands). We were not able to approach all the represented countries in the selected 5 countries, due to the fact that some countries were either not represented in a certain country, did not provide their email addresses or provided wrong email addresses. We were able to approach 247 Embassies/Trade Promotion Organizations and 37 of them filled in the questionnaire (response rate of 15%). The invitation for the online questionnaire can be found in Appendix G, and the questionnaire itself can be found in table 22 in Appendix H.

Table 3: Approached emerging and developed countries

Emerging countries	Developed countries
1. Argentina, 2. Bulgaria, 3. Brazil, 4. Chile, 5. China, 6. Colombia, 7. Czech Republic, 8. Egypt, 9. Hungary, 10. India, 11. Indonesia, 12. Latvia, 13. Lithuania, 14. Malaysia, 15. Mexico, 16. Morocco, 17. Nigeria, 18. Pakistan, 19. Peru, 20. Philippines, 21. Poland, 22. Romania, 23. Russia, 24. Saudi Arabia, 25. Thailand, 26. Turkey, 27. United Arab Emirates, 28. Vietnam.	1. Australia, 2. Austria, 3. Belgium, 4. Canada, 5. Denmark, 6. Estonia, 7. Finland, 8. France, 9. Germany, 10. Greece, 11. Ireland, 12. Israel, 13. Italy, 14. Kuwait, 15. Japan, 16. Luxembourg, 17. Netherlands, 18. New Zealand, 19. Norway, 20. Portugal, 21. Singapore, 22. Slovakia, 23. Slovenia, 24. South Korea, 25. Spain, 26. Sweden, 27. Switzerland, 28. Taiwan, 29. United Kingdom, 30. United States.

3.3 Measures

3.3.1 Qualitative research

The semi-structured interviews were designed to give insights in the following HR practices: Recruitment and selection, motivation and retention, training and development and benefits and rewards. Sample items were: How were you recruited?; How does this organization keep you motivated (which methods, tactics, instruments, etc.)?, see appendix C for the semi-structured interview. Main tendencies that have been found are provided in section 4.1. Furthermore, we have used quotes from commercial diplomats in the literature review, to further emphasize the relevance of the hypothesized relations between the independent variables and the dependent variables (adaption to a host country and work satisfaction). In order to validate if we understood the main tendencies from commercial diplomats well enough, we have (during the interview) summarized our findings after discussing each practice, and asked if we had captured the main tendencies. If this was not the case, the interviewee was able to correct us, in case we did not understand it well enough. In this way, we tried to be as objective as possible, and to make sure that the results were as reliable as possible.

3.3.2 Quantitative research

Work satisfaction

We have already described that work satisfaction can be operationalized in many ways, but we have chosen to adopt a scale from Black & Gregersen (1990). This scale has already been used in other research, for studying work satisfaction of expatriates. This scale allowed us to test relations between certain hypothesized related determinants and work satisfaction. Work satisfaction is measured by using a four-item scale and sample items were: How satisfied are you with your compensation package?; how satisfied are you with your job responsibilities? This scale was measured by a 7-point-Likert-scale (1= Very dissatisfied, 7= Very satisfied). In order to measure the internal validity, we have chosen to determine the Cronbach's Alpha for this variable, and all the following variables. In general, a construct is perceived to be reliable if the Cronbach's Alpha has a

minimum value of 0.7 (Field, 2009). Work satisfaction, has a Cronbach's Alpha of $\alpha = 0,891$ which is highly reliable. Based on this score, we can assume that the construct work satisfaction has a strong internal validity.

Adaption to a host country

Adjustment to a host country is proposed to be consisting out of two facets, adaption to work roles, and adaption to the general culture and everyday life. Two methods can be utilized to measure adjustment, the first is the self-reported assessment of how comfortable individuals are with their adjustment. The second is an independent measure of the individual adjustment performance, but it is very difficult to acquire adjustment performance ratings from supervisors. Besides, lack of resources prohibit researchers to independently measure adjustment performances (Black, 1988, p. 283), therefore we are going to use the self-reported assessments. Adjustment to work roles involves the adaption to new tasks and the host environment.

The most dominant way to measure these facets are covered by the ten-item scale introduced by Black (1988), and is still widely adopted by many researchers (Strubbler, Park & Agarwal, 2011). General adaption was measured by six items, and sample items were: How adjusted are you to generally living in your country?; how adjusted are you to the transportation system in your host country? The reliability of this construct appeared to be strong ($\alpha = 0.868$). Work adaption was measured by four items, sample items were: How adjusted are you to your job and responsibilities?; how adjusted are you to supervising local subordinates? The reliability of this construct appeared to be very strong as well ($\alpha = 0,878$). These ten items were measured by a 7-point-Likert-scale (1 = Not adjusted at all, 7= Very well adjusted).

Experience at the present posting

We have measured to what extent commercial diplomats had experience with working at their current posting. International experience at the current posting was measured by a single item scale of Takeuchi, Tesluk, Yun & Lepak (2005), and consisted out of the following item: Amount of months working at current location? We have developed a 5-item 5-point Likert scale and consisted out of 1 = Less than 6 months, 2= Between 6 and 12 months, 3 = Between 12 and 24 months, 4 = Between 24 and 48 months, 5 = More than 48 months.

Cross cultural training

To what extent commercial diplomats have received cross-cultural training was measured by a four item scale, that was developed by Litrell & Sallas (2005), sample items were: I have received enough cultural awareness training; I am well assisted in developing host-culture appropriate behaviors. The four items were measured by a 7-point Likert scale (1= strongly disagree, 7= strongly agree). The reliability of this construct appeared to be strong with a Cronbach's Alpha of $\alpha = 0.901$.

Imbalance between personal life and work

Netemeyer, Boles and McMurrian (1996) have developed a five item validated scale for determining an imbalance between personal life and work conflicts. This scale has some distinct advantages compared to other methods, such as the use of single-item measures, what suffers from random measurement error, and may not be adequate to assess the domain of the construct (Netemeyer, Boles and McMurrian, 1996, p. 407). Based on this scale, we have determined to what extent

commercial diplomats experience an imbalance between their personal life and work. Sample items were: The demands of my work interfere with my home and family life; my job produces strain that makes it difficult to fulfil family duties. The five items were measured on a 7-point Likert scale (1= strongly disagree, and 7= strongly agree). The reliability of this construct appeared to be strong ($\alpha=0,924$).

Boundary spanning behavior roles

Ancona and Caldwell (1992) have factor-analyzed 24 boundary activity items and were able to assign these items over four roles: ambassadorial, task coordination, scout and guard roles. Au & Fukuda (2002) have reviewed these 24 items, and developed a scale for expatriates and proposed to exclude the guard role, since this role appeared to have too much similarities with the other three. Besides, they proposed to use the most robust items, which led to a ten item scale over three roles. The ambassadorial role consisted out of 4 items, and sample items were: Protecting outsiders from 'overloading' the embassy/TPO with information or requests; talking up the importance of the embassy/TPO to outsiders. The reliability of this construct appeared to be strong ($\alpha=0.804$). The coordination role consisted out of 3 items, and sample items were: Coordinating activities with people outside of my company; procuring things that my company requires from outside. The reliability of this construct appeared to be less reliable than desired ($\alpha= 0.685$), and if we would delete the third item, α would be 0,703. However, since the construct only consists out of three items, we decided to not delete the third item since the construct would not be improved significantly. The scout role consisted out of three items as well, and sample items were: Scanning the environment inside or outside of the organization for ideas/expertise; collecting technical information/ideas from individuals outside of my company. The reliability appeared to be very strong ($\alpha=0.907$). These 10 items were measured on a 5-point-Likert-scale (1=not responsible, 5=responsible). Furthermore, for the sake of keeping this research manageable, we have measured to what extent these roles can be combined into one single construct. It appeared that if we combined the three roles, the internal consistency showed a high reliability of $\alpha = 0,904$, and we are therefore going to predict the relationship as one construct, instead of three separate constructs.

Local staff support

Jones (1986) has developed a socialization tactics scale consisting of 30 items. We have proposed to (partially) adapt two of the six socialization tactics to local staff support and transferred them into one scale. This scale is designed to cover individual perceptions of how commercial diplomats perceive local staff support and consists out of six items, sample items were: Almost all of the local staff have been supportive of me personally; I have had to change my attitudes and values to be accepted by local staff (R). These items were measured on a 7-point-Likert scale (1= strongly disagree, 7= strongly agree). The reliability of this construct is relatively low ($\alpha=0.627$). However, deleting the third item in this construct would lead to an increased internal reliability ($\alpha=0.699$). Therefore we decided to delete the third item, since this would lead to a Cronbach's Alpha that was almost 0,7 (desired minimum value). Furthermore, a somewhat low Cronbach's Alpha can be caused by the fact that this construct consisted out of 3 reversed coded items.

3.4 Data analysis

The data analysis consists out of two parts, the analysis of the quantitative and qualitative data. The qualitative data consist out of data obtained from the semi-structured interviews. The semi-structured interviews were transcribed as soon as possible, which implied within one week in this case. The questions were open ended and designed to allow the commercial diplomats to give insights in how they perceive the HRM practices. The advantage of this approach is that the interviewee has all the room to explain how their HRM practices were perceived. The disadvantage or challenge of this approach is that we, as researchers, receive a lot of information, from which we have to elucidate findings that should be connected with each other in a responsible way. We have considered the commercial diplomats as one group, when it comes to analyzing the motivation and retention, training and development, and rewards and benefits practices. However, considering the recruitment and selection practices, we made a distinction between career diplomats and specialists. The literature, as well our own experience with commercial diplomats, suggested that these practices could be quite different from each other. Considering these two groups as one, could lead to a misunderstanding of selection and recruitment procedures of commercial diplomats.

The quantitative analysis consisted out of data derived from the online-questionnaires, and is subjected to statistical analyses and will be analyzed with SPSS, software for predictive analytics. The questionnaire was deployed in an online tool (NETQ), and was manually transcribed into SPSS, since NETQ did not support automatic export tools to SPSS with a so called 'student account'. However, NETQ did provide excel sheets that were easily converted into SPSS by means of using the function 'replace all fields' with the desired code (for example by converting all fields consisting 'completely disagree with code '1'). This method is subjected to manual input bias, but a double check was done in order to make sure that manual errors were ruled out. An analysis of the descriptions was conducted in order to create a table consisting the Mean (M), Standard Deviations (STD's), the Minimum (Min) and the Maximum (Max), the scale reliability by measuring the Cronbach Alpha's (α) and the number of items per construct, and can be found in table 24 and 25 in Appendix K. The quantitative analysis will allow us to fulfill the second, third and fourth objective of this research.

Widely acknowledged significant levels are used, and are suggested by Cooligan (1990) as well;

'Significant'	$0,05 > P < 0,01$
'Highly significant'	$0,01 > P < 0,001$
'Very highly significant'	$0,001 > P$

Due to the fact that our sample size is relatively low causing low statistical power, we added 'Moderately significant' $0,1 > P < 0,05$ as well. Nonetheless, it is understood that this research has a relatively low generalizability, and using a lower significant level to determine a relation makes the chance of a type 1 error larger. However, since the field of commercial diplomacy combined with HRM (in this case adaption to a host country and work satisfaction) is relatively unexplored, we decided to accept the relaxation of the significance level to 0,10.

4. Findings

4.1 Qualitative findings

We start with providing background information, and subsequently how the following HRM practices were perceived: Recruitment and selection procedures, motivation and retention, training and development and the rewards and benefits. Additionally, the interviews provided insights concerning promotion and demotion issues, and cross-fertilization between the public and private sector. We have interviewed a small number of commercial diplomats, and therefore the findings concerning the semi-structured interviews should be considered as a cautious beginning of mapping these HRM practices.

4.1.1 Background information

We had expected that most respondents would be having backgrounds in economics/trade, but only six of them had backgrounds in economics/trade. Other backgrounds were international relations, law and politics, but less expected backgrounds were present as well, such as aeronautics, journalism and agriculture. This could be explained by the fact that not all respondents were solemnly working as a commercial diplomat, but also as a deputy head of mission who were responsible for trade promotion activities as well for example. Besides, not all commercial diplomats were initially hired to work as a commercial diplomat, but were hired to become a generalist in order to fulfil other positions as well. We have already seen in the literature review that it would probably be better if commercial diplomats would be specialists in the field of economics and trade promotion, but in practice, this is not always the case. See table 17 in Appendix D for a full overview of the backgrounds.

As indicated above, not all respondents were specialists, in specific only five out of the eleven respondents indicated that they were specialists. The other six were career diplomats, which implied that they went through the diplomatic academy after being graduated. The diplomatic academy is designed to prepare and train candidates to become a generalist to be employed in multiple fields, such as the political field, economical field, cultural field, and development cooperation field. The career diplomats that were interviewed, were currently assigned to work as a commercial diplomat. The respondents who were not career diplomats specifically applied, or were asked, to become a commercial diplomat, without going through the diplomatic academy. In general, this implied that they were initially active in the private sector.

The amount of years in service varied, the Polish respondent was only for 3 years active as a commercial diplomat, and the respondent from the United States for 17 years for example. It could be possible that respondents who are in service for many years, would describe an outdated selection process. Nonetheless, their input provided us valuable insights concerning motivation/retention and training/development practices over the years. Finally, posting periods were usually between 3 and 4 years. See table 18 in Appendix D for the detailed findings concerning the following: Type of diplomat, amount of years in service, and the amount of years a posting lasts for the respondents.

4.1.2 Recruitment and selection

The recruitment and selection procedures should be described in two separate ways, since we have seen that the respondents are either career diplomats or specialists. The career diplomats who went through the diplomatic academy to become a generalist (six respondents), and the specialist who specifically applied for a position as a commercial diplomat after having worked for the private sector. These procedures appeared to be quite different from each other.

Recruitment and selection procedures for career diplomats

Many graduates apply for the diplomatic academy, but only a few will be selected according to all respondents. For example the Belgian respondent indicated that between 15 and 20 applicants out of 2.000 applicants will be selected, and a Dutch respondent indicated similar numbers, around 15 out of 1.000 applicants. This implies that the Ministry of Foreign Affairs/Ministry of Trade can design sophisticated recruitment and selection procedures, in order to filter the most suitable candidates, in their view.

Furthermore, the recruitment occurs once per year according to all respondents, and the applicants can find all the recruitment information via the website of the Ministry of Foreign Affairs/Ministry of Trade. The whole selection procedure takes in between 6-9 months (from application to being selected). The minimum requirement was that an applicant need to have an academic degree, and an applicant had to submit a resume and motivation letter. These requirements already led to a significant decrease of potential candidates, more than 50% according to a Dutch respondent. Furthermore, the respondents perceived that it was conducive if an applicant achieved excellent results in their studies, were active besides their studies, performed other entrepreneurial (study related) activities and were having experience with living abroad.

After the first step (the checking of the resumes), the candidates were invited to commence with the application procedure. These procedures appeared to be quite extensive, and consisted out of many stages. We found that every country has their own way in shaping these procedures, but similarities were found as well. All respondents indicated that the following stages consisted out of written tests concerning general knowledge in the field of economics, trade, politics, society and geography. Furthermore, oral tests were also part of the initial stages of the selection procedure, such as an interview focussing on general knowledge and logics. Besides, languages were found to be an important part of the selection procedure as well, or at least the capability to adapt to another language. For example, the Dutch respondents had to do interviews in Dutch, English, German and French, and this approach was quite similar with the Brazilian respondent, who had to do interviews in Portuguese, English, Spanish and French.

As already indicated, not all selection procedures appeared to be aligned, and were shaped in different ways. For example psychological tests were part of the selection procedure for the Dutch and the Belgium respondents, but not for the others. Furthermore, the respondent from the Czech Republic indicated that all the tests were conducted within 4 consecutive days, whereas the other respondents had these tests spread over many months.

During all the application procedures, it was notable that not only the HR department was involved in the selection procedure, but also ambassadors and high-level staff from the Ministry of Foreign Affairs/Trade as well (in later stages). Finally, if the candidate made it through the selection

procedures, they were accepted to join the diplomat academy. This implied that the applicant would going to be fully trained and prepared to become a diplomat in between three months or even two years (depends on the country). Afterwards, they had to work for the Ministry of Foreign Affairs/Ministry of Trade to gain more experience and to become familiar with what these ministries expects from them when posted abroad. A detailed overview of the selection procedures can be found in table 19 in Appendix E.

Recruitment and selection procedures for specialists

The results indicated that applicants are in abundance for a position as a specialist (commercial diplomat) as well. For example, the Canadian respondent indicated that there are only between 60 or 70 positions available per year, out of around 10.000 applications. The recruitment occurs once per year according to all respondents, and the applicants can find all the recruitment information via the website of the Ministry of Foreign Affairs/Ministry of Trade. However, in contrast to the selection procedure for career diplomats, a few number of the potential specialists were also approached by the Ministry of Foreign Affairs/Ministry of Trade. This occurs when an Embassy, or Trade Promotion Organization has worked with a specific person in a specific field. For example, the Danish respondent was requested to apply for a position as a commercial diplomat.

The minimum requirement is an academic degree, and applicants need to submit a resume and a motivational letter. However, experience with working and living abroad is almost a prerequisite according to all respondents. Moreover, experience in working with international economic, and or trade issues are considered to be very conducive. We found that the selection procedures are less extensive compared to the procedures of the career diplomats. This could be related to the fact that these applicants have already 'proven' themselves in the private sector to a certain extent, or were in a few cases approached to become a commercial diplomat.

In general, we found that the selection procedures were quite the same. The respondents had to do several exams (consisting out of economical, legal, logical test) as well as analysing cases. Furthermore, all the respondents had to do an interview with the Ministry of Foreign Affairs/Ministry of Trade. Minor differences were present as well, such as the Polish respondent had to prepare a presentation in very little time, and the respondent from the USA was required to do engage in role playing games.

Finally, we found it notable that languages were not taken into account during the selection procedures, in contrast to the selection procedures of career diplomats. Furthermore, it was not required to initially work for the Ministry of Foreign Affairs/Ministry of Trade in order to gain experiences in working for the government, in contrast to the career diplomats. A detailed overview of the selection procedures can be found in table 20 in Appendix E.

4.1.3 Motivation and retention

We found that the factors lifestyle and work contents were the most contributing factors to motivation, followed by career development opportunities. But, status, financial rewards and job security were factors that did not play a huge role in the motivation of commercial diplomats. The aforementioned factors are going to be discussed individually, but a detailed overview can be found in table 21 in Appendix F.

1. Financial rewards

Most respondents indicated that financial rewards were not motivating, for example the Australian respondent indicated 'I earned 3 times more in the private sector, but the job was very boring'. Furthermore, a Dutch respondent indicated that 'partners are often not allowed to work when posted abroad, since they are obligated to have a diplomatic passport as well'. Furthermore, the government does often not allow partners to work, but even if they do, many potential employers are not eager to hire employees with diplomatic passports, since they have diplomatic immunity. So even though commercial diplomats receive tax free allowances and other benefits, it is in most cases not enough to compensate the loss of income of partners. But on the other hand, a few respondents indicated that financial rewards could be motivating, such as the Canadian respondent who indicated that they had a system in which points can be earned for working abroad that worked as follows: "We accumulate points every month, based on the hardship level. But when we spend more than 2 years in Ottawa (Ministry of Foreign Affairs), you lose all the points and consequently the extra tax free allowances". The respondent from the USA indicated a similar system as the Canadians, and indicated that financial rewards were motivating as well. It appears that financial rewards could be motivating, but it depends on how these financial rewards are organized/distributed. A system as the Canadians and the Americans appeared to be motivating due to the fact that it was financially interesting to work at postings perceived to be difficult (more points to be earned), and to retain these points, they have to keep working at foreign postings.

2. Lifestyle

All respondents emphasized that it was motivating to have the opportunity to live abroad, and to live a turbulent and diverse life. The Danish respondent indicated that "I meet a lot of people with many backgrounds and I also have the opportunity to work with bright people, and to work with different kinds of people with different cultural backgrounds". And one of the Dutch respondents indicated that "living abroad is so diverse, and every next position is different compared to the previous, besides, I can build up a large and broad network (of friends)". Even though we have not researched what factor would be most motivating, we have a strong impression that lifestyle could be one of the most or perhaps important factor that contributes to the motivation and retention of commercial diplomats.

3. Job contents

Besides lifestyle, job contents were motivating according to all respondents. The Australian respondent indicated that she had an "interesting life, interesting issues, interesting jobs and people, and part of something that is bigger than yourself". Furthermore, the Czech respondent indicated that "working as a diplomat comes along with certain status in society, and opens a lot of doors. But the job content are far more important". The Brazilian respondent indicated that "it is quite difficult for me to find a job that has so much variety, and so many different challenges, besides, hardly anyone change career after joining the foreign service". As indicated before, we have not categorized what factors would be most contributing to motivation and retention, but the quotes of commercial diplomats suggests that that job contents and lifestyle are amongst the most important.

4. Job security

We had expected that job security would be an important motivational factor for commercial diplomats as well, and the respondents from Australia, Brazil, Belgium, and the Netherlands

indicated that this is indeed the case for them. But the respondent from Belgium indicated that “job security can be very motivating, but this is also caused by the fact that it is very difficult to fire Belgian civil servants. Consequently, it is very difficult to get rid of colleagues that are underperforming and that makes it sometimes frustrating”. This indicates that job security could be motivating, but it also has negative effects. The Brazilian respondent indicated that “Job security is motivating, because every civil servant receives a career plan in order to develop and to promote to the next position after a couple years”. However, respondents from Canada, the Czech Republic, Denmark, Poland and the United States indicated that job security is not motivating, since it is uncertain for them to keep their job in the close future due to cutbacks in government expenditures. Furthermore, the Danish respondent stated that “this is the most in secured job I had in my life” and the Polish respondent indicated that “I only have a 4 year contract, and if I want to stay in the foreign service, I have to do the whole application process again after my contract ends”. In the system of the United States, 1% of the foreign civil servants need to be demoted or fired every year, in order to keep every motivated.

Even though job security may or may not be motivating, the Belgium and Canadian respondents indicated that job security for civil servants can lead to undesirable outcomes. As already indicated, the Belgian respondent indicated that job security is so strong for Belgian civil servants that it is very difficult to get fired, even if the civil servant is underperforming, and indicated “the system looks a bit communistic and will always stay behind the private sector”. The Canadian respondent indicated almost the same as the Belgian respondent, but in other words “it is very difficult to get fired as a civil servant, because you have to go through a very long process to fire somebody, and since managers are changing positions every few years (to a next posting), nobody wants to deal with underperforming civil servants”.

5. Career development opportunities

Career development opportunities goes hand in hand with job security to a certain extent, but not entirely. A few respondents are motivated by job security but not by career development opportunities being offered. As already discussed, six respondents are career diplomats, but five respondents are specialists. These respondents are either working on a specific topic (sometimes without any career development opportunities), or temporarily working as a commercial diplomat. In this case, one of the Dutch respondents is working as an agricultural counsellor promoting and enhancing agricultural trade between the Netherlands and Indonesia, which implied that there is no opportunity to promote according to him. Furthermore, one of the Belgian respondents was working as a trade commissioner and stated that “I cannot promote to a better or higher position, since there are no different or higher levels”. As already mentioned in the previous category, the Polish respondent is working with a 4 year contract without any clear opportunities to make a career as a commercial diplomat. There could be an opportunity, but for now the Polish respondent has to re-apply again if he wants to go to another posting after he is finished with the current one. Consequently, he is not motivated by career development opportunities for now, since his future in as a commercial diplomat is uncertain.

As discussed, six of the respondents are career diplomats and specific career development programs are designed to accommodate this. They all indicated that in general a career diplomat can promote to the next position after a couple of years (from third secretary to second secretary to first

secretary to deputy head of mission and finally to head of mission/ambassador). Furthermore, different postings have different 'weights', such as being an ambassador in a small Embassy equals a Deputy Head of Mission in larger Embassies for example. A Belgian respondent indicated the aforementioned as follows: "I'm very content with my job, because I can make a career in the diplomatic world, and it is even possible for me to become an ambassador in the end". Finally, the Canadian respondent indicated that "in order to keep the working environment as enjoyable as possible, promotion competitions are held from time to time to keep everybody sharp" and considers these rounds as very motivating.

6. Status

We expected that status derived from working as a commercial diplomat could be a (minor) motivating factor for commercial diplomats as well. However, the respondents indicated that status did not contribute to their motivation. However, a Dutch and Czech respondent indicated that working as a commercial diplomat makes both living and working abroad easier. In specific, a Dutch respondent indicated that there are (minor) advantages, such as diplomatic immunity and special diplomatic lanes at airports without having to wait as a 'regular' passengers, but indicated that these advantages are not considered to be motivating. The Czech respondent indicated that "working as a commercial diplomat comes along with certain status and opens a lot of doors, but the job contents are far more important".

4.1.4 Training and development

Almost every respondent indicated that they did not receive a fixed amount of training days per year when posted abroad, but they received a lot of training before being posted or in between postings (usually in June, July and August). Specific training concerned with trade or local market/policy issues was not available in general. However, they had to attend a lot of conferences and seminars about these issues as part of their work, such as conferences and seminars from the World Bank, Labour organizations, World Health Organization etc. These seminars and conferences already offered a lot of insights in how to do business, and how the business environment is shaped. However, the Brazilian and Polish respondent were able to attend specific training about local/regional market issues. For example, the Polish respondent indicated that he could follow training concerning local market issues, but it was not mandatory. The Brazilian respondent indicated that he recently had a seminar with Brazilian diplomats in Shanghai concerned with regional market issues.

Furthermore, most of the respondents indicated that they were not working with personal development plans, but a few did, such as the Canadian respondent who indicated that she had a personal development plan. However, these development plans were filled in randomly, and most of her colleagues did not take this serious due to the fact that it was seen as mandatory, but not really taken care of by the Ministry of Foreign Affairs. The Danish, Dutch and US respondents indicated that they were working with a personal development plan, in which they had to describe what kind of work they would like to do, as well as learning goals they wanted to pursue.

4.1.5 Benefits and rewards

All respondents indicated that they received tax free allowances which were based on the hardship level of their located country. But every country has their own way in calculating the hardship level and subsequently the tax free allowances. In general, these tax free allowances were based on distance to the home country, danger, pollution, living standards, etc. and can accrue to a couple of

thousand dollars per month. This sounds a lot, but they argue that people forget that they have a lot of additional costs compared to 'regular' employees, such as in some cases double housing costs and far more expensive insurances. Moreover, as already discussed, it is in most countries not allowed for partners to work as well.

There are additional benefits, such as free tickets home once a year with the whole family, personal drivers (in difficult or dangerous countries), international schools covered for children, moving costs covered, and security in high risk countries. In general, all respondents indicated similar types of benefits and rewards. However, the reward system of the Canadian and American diplomat were more sophisticated. Their reward system was more focused on motivating employees to work in difficult countries, and to stay abroad as we have discussed in the sub-section 'motivation and retention'.

4.1.6 Additional findings

Rotation: Cross fertilization between the public and private sector

A Dutch respondent indicated that there is an increasing gap between the public and private sector, since commercial diplomats are not always specialized with trade and economic issues. He indicated that he finds it "a bit weird that especially career diplomats are changing functions constantly, from cultural to political issues, and from trade and economical to development cooperation issues". Furthermore, he indicated that career diplomats do have not enough knowledge or know-how to work with companies. For example, commercial diplomats are working on in-depth reports, such as market analyses, while companies are not always interested in the in-depth analyses, but are just interested in meeting suitable partners. We have already seen that this problem is acknowledged in the literature review, and will be further discussed in the discussion.

4.2 Descriptions of quantitative findings

The total sample of commercial diplomats that participated in the online questionnaire consisted out of 37 respondents. 24 respondents were male (64,9%), and 13 female (35,1%). Furthermore, most of the respondents were aged between 31 and 65 years, whereas the groups 31 to 40 years and 41 to 50 years were the most represented groups (75,6 % of the total respondents, full overview of age spread can be found in table 4).

Table 4: Age spread of respondents

Age	Number of respondents	Percentage of respondents
20 – 30 years	0	0 %
31 – 40 years	14	37,8 %
41 – 50 years	14	37,8 %
51 – 65 years	8	21,6 %
Older than 65 years	1	2,7 %
Total	37	100 %

A large proportion of the respondents were posted in the Netherlands, but we invited commercial diplomats to participate from other countries as well (Brazil, Canada, India and Indonesia). Even though we would have liked to have more respondents from Brazil, Canada, India and Indonesia, the reliability of the input of the relatively small amount of respondents is perceived to be reliable due to

the high degrees of Cronbach Alpha's (see data analysis in the methodology section). This indicates that commercial diplomats working in either Brazil, Canada, India, Indonesia or the Netherlands filled in the online questionnaire in a relatively similar pattern. Full overview can be found in table 5.

Table 5: Posted countries

Posted in	Number of respondents	Percentage of respondents
Brazil	6	16,2 %
Canada	5	13,5 %
India	3	8,1 %
Indonesia	5	13,5 %
The Netherlands	18	48,6 %
Total	37	100 %

Furthermore, 27 different nationalities participated in the online questionnaire, which implies that several commercial diplomats had the same nationalities. So, even though the number of respondents is relatively low, many different nationalities participated in this research. This implies that the findings tends to be more generalizable when we discuss commercial diplomats in general. Furthermore, the majority of the respondents had an European nationality, but also nationalities from South America (Chile, Colombia and Mexico) and Africa (South Africa) and Asia participated (Russia and Thailand). See table 23 in appendix I for a full overview of nationalities of the participants.

Finally, the respondents indicated that they are working in relatively small embassies and TPO's. 27 of the respondents indicated that their office consisted out of a maximum of 15 employees (73%) and 10 respondents indicated that their office consisted out of in between 16 and 30 employees (27%).

4.2.1 Work satisfaction and intention to leave

Based on four items, we have determined that the respondents were quite satisfied with their work (M= 5,45, between slightly satisfied and mostly satisfied). However, this mean score demonstrate the central tendency, but it does not offer the distribution of satisfaction among the several items. In order to address this issues, we have specified per item to what extent the respondents (N = 37) are satisfied with their work (see table 6).

Table 6: Work satisfaction

Work satisfaction (N=37)	Mean	Std.
1. Satisfied with job's challenge.	5,73	1,50
2. Satisfied with job responsibilities.	5,70	1,35
3. Satisfied with job's career impact.	5,49	1,33
4. Satisfied with compensation package.	4,89	1,59

Specifying the findings per item indicates that commercial diplomats are most satisfied with their job's challenge (M= 5,73) and job responsibilities (M= 5,70). The commercial diplomats are also relatively satisfied with their job's career impact (M= 5,49). However, the respondents are less satisfied with their compensation package in comparison to the other items (M= 4,89). Moreover, the compensation package of commercial diplomats has already been discussed in the exploratory

findings in section 4.1.3., and we have already found similar results indicating that there is a wide variation of satisfaction concerning the compensation package. The distribution of the construct work satisfaction can be found in figure 3 in Appendix J.

The questionnaire also included a construct to determine to what extent commercial diplomats are intended to leave. We have measured to what extent commercial diplomats are intended to leave by using a two item construct. Based on these two items, we have determined that commercial diplomats were in general not intended to leave ($M = 2,65$).

4.2.2 Adaption to a host country

Adaption to a host country has been operationalized in two ways, to what extent commercial diplomats are adapted to their work and adapted to living abroad (general adaption). In order to measure the adaption in general with living abroad, we have used a six item construct. In order to measure work adaption, we have used a four item construct. The results indicate that commercial diplomats ($N = 33$) are quite adjusted to living abroad ($M = 5,49$), and even more adjusted to their work ($M = 5,92$). The distribution per item of both constructs are relatively stable, and we are therefore not going to present the results per individual item.

4.3 Groups of commercial diplomats

4.3.1 Concerning work satisfaction and intention to leave

Working in developed/emerging countries

We have examined to what extent commercial diplomats are more satisfied with working in developed countries compared to working in emerging countries, or vice-versa. 14 (38%) out of the 37 respondents were working emerging countries (Brazil, India and Indonesia), and 23 (62%) of the respondents were working in developed countries (Canada and the Netherlands). In order to determine to what extent there is a difference, we conducted an independent sample t-test. The t-test indicated that there is a moderate significant difference between work satisfaction $t(35) = 1,417$, $p < 0,1$) of commercial diplomats working in developed countries ($M = 5,75$) and commercial diplomats working in emerging countries ($M = 4,96$). Whereas it appeared that commercial diplomats working in developed countries were more satisfied (see table 26 in Appendix L). We have also assessed whether there is a significant difference between intention to leave of commercial diplomats working in either a developed country or an emerging country. The t-test indicated that there was no significant difference (see table 26 in appendix L).

Gender

To what extent there is a difference in gender concerning work satisfaction is examined as well. 13 out of the 37 respondents were female (35%) and 24 respondents out of the 37 respondents were male (65%). An independent sample t-test indicated that there is a significant difference in work satisfaction $t(35) = 3,081$, $p < 0,01$ between females ($M = 6,23$) and males ($M = 5,03$). The results indicated that females appeared to be more satisfied. However, a significant difference between intention to leave between males and females was not found. See table 27 in appendix L for the independent sample t-tests.

Size of Embassy/TPO

We have also examined if there was a significant difference in work satisfaction and intention to leave between commercial diplomats working in a bigger Embassy or Trade Promotion Organization in terms of employees. However, most of the respondents were working in relatively small offices. 27 out of the 37 respondents were working in an office with a maximum of 15 employees, and 10 out of the 37 respondents were working in an office with in between 16 and 30 employees. An independent sample-test indicated that there was no difference concerning work satisfaction and intention to leave of commercial diplomats working in 0-15 employee office versus a 16-30 employee office (see table 28 in Appendix L). In other words, the size in terms of employees did not suggest a difference between work satisfaction and intention to leave of commercial diplomats.

Age

We have also analysed whether there was a significant difference in work satisfaction and intention to leave of younger commercial diplomats versus older commercial diplomats. 14 (38%) out of the 37 respondents were aged between 20 and 40, and 23 (62%) out of the 37 respondents were 41 years or older. An independent sample t-test indicated that there was no difference (see table 29 in Appendix L).

Originated from a developed or emerging country

Finally, we analyzed to what extent there was a significant difference in work satisfaction and intention to leave of commercial diplomats originated from a developed country versus commercial diplomats originated from an emerging country. 23 (62%) out of the 37 respondents were originated from a developed country (see table 23 in appendix I) and 14 (38%) out of the 37 respondents were originated from an emerging country. An independent sample t-test indicated that there was a moderate significant difference $t(35) = 1,83$ $P < 0,1$ between commercial diplomats originated from a developed country ($M = 5,74$) compared to commercial diplomats originated from an emerging country ($M = 4,98$). Whereas it appeared that commercial diplomats from developed countries were more satisfied than commercial diplomats originated from an emerging country. Furthermore, we have assessed whether there was a significant difference in intention to leave as well, and it appeared that there is a moderate significant difference $t(35) = -1,93$ $P < 0,10$ between commercial diplomats originated from a developed country ($M = 2,33$) and commercial diplomats originated from an emerging country ($M = 3,18$). The results indicate that commercial diplomats originated from an emerging country where more intended to leave (see table 30 in Appendix L).

4.3.2 Concerning adaption

We have measured to what extent there are significant differences between general adaption and work adaption in the same way as we did in the previous section (commercial diplomats working in an developed country versus an emerging country, male versus female, small size in terms of employees versus bigger size in terms of employees, younger versus older commercial diplomats and commercial diplomats originated from a developed country versus commercial diplomats originated from an emerging country). The findings indicated did not indicate significant differences between the aforementioned. However, even though significant differences were not found, it is worth to mention that a difference between general adaption of commercial diplomats working in a smaller office ($M = 5,31$) versus working in a bigger office ($M = 5,98$). Besides, a difference between general adaption of commercial diplomats originated from a developed country ($M = 5,71$) and originated

from an emerging country ($M = 5,13$) was found as well, but not significant (See table 26,27,28,29 and 30 in Appendix L).

4.3.3 Parametric testing

In order to analyse the hypothesized relations correctly in the upcoming sections, we need to check the following before we can safely conduct advanced statistical analyses: To what extent are there outliers that could threaten the results? And to what extent is the distribution of the variables normally distributed? Histograms of all variables were analysed, and the data appeared to be approximately normally distributed. The histograms of the dependent variables can be found in figure 3, 4 and 5 in Appendix J. Furthermore, scatter plots were produced in order to confirm linear relationships, as well as Kolmogorov-Smirnov tests for all the variables to confirm the normal and linear relationships. We found that there was a lack of linearity between the hypothesized positive relation of being more responsible for boundary spanning behaviours and work satisfaction. Therefore, we are not going to conduct a linear regression analysis for this hypothesis, which automatically rejects the hypothesized relationship. Finally, outliers were analysed by means of scatter plots, and even though few variables had one or two outliers, there was no reason to delete them, since the respondents causing the outliers filled-in the questionnaire in a similar pattern.

4.4 Determinants of adaption

Six out of 37 respondents indicated that they were working less than 6 months in their present posting, four between 6 and 12 months, 13 indicated between 12 and 24 months, seven between 24 and 48 months and seven for more than 48 months.

We have hypothesized that degree of experience of commercial diplomats at their present posting is positively related to both general adaption and work adaption. We have measured Pearson correlation coefficients to determine these relationships. The Pearson Correlation coefficient supports this for general adaption ($r = 0,32$), and the relation appeared to be highly significant (see table 7). However, the second hypothesis, degree of experience (in months) at the current posting of is positively related to work adaption, was not found to be significant ($r = 0,011$) (see table 8). This suggests that commercial diplomats need more time in order to enhance the general adaption to a host country. However, more experience in months was found not to be related to work adaption, which suggests that they are either well-prepared for their job, or that the job does not require more experience in the current posting in order to get better adapted.

Hypothesis 1a: Degree of experience (in months) at the current posting is positively related to general adaption is supported ($P < 0,05$.)

Hypothesis 1b: Degree of experience (in months) at the current posting is positively related to work adaption is not supported ($P > 0,10$).

Furthermore, we have measured to what extent commercial diplomats perceive that they have received enough cross-cultural training on a four item construct. Commercial diplomats ($N = 35$) indicated that they perceive their received CCT as somewhat intermediate ($M = 4,10$, 4 = neither disagree or agree). In other words, the aforementioned 'M' indicated that commercial diplomats receive CCT, but they have the impression that more CCT would be more appropriate. We have

hypothesized that degree of received cross-cultural training (CCT) is positively related to both general adaption and work adaption. We have determined the Pearson correlation coefficients for both hypotheses and we have found that degree of received CCT is positively related to both general adaption ($r = 0,461$) and work adaption ($r = 0,632$). These correlations indicated that the hypothesized relationships are highly significant (see table 7 and 8). As indicated, commercial diplomats are indicating that they perceive their received CCT as somewhat intermediate, but these high correlations suggest that more CCT can even further enhance the adaption to a host country.

Hypothesis 2a: Degree of received cross-cultural training is positively related to general adaption is supported ($P < 0,01$).

Hypothesis 2b: Degree of received cross-cultural training is positively related to work adaption is supported ($P < 0,01$).

Table 7: Pearson correlation coefficients on general adaption

Variable (on general adaption)	Correlation coefficients	P-Value	N
Experience (present posting)	0,320*	0,035	33
Cross-Cultural training	0,461**	0,003	33

* Correlation is significant at the 0,05 level (1-tailed).

** Correlation is significant at the 0,01 level (1-tailed).

Table 8: Pearson correlation coefficients on work adaption

Variable (on work adaption)	Correlation coefficients	P-Value	N
Experience (present posting)	0,011	0,476	33
Cross-Cultural training	0,632*	0,001	33

* Correlation is significant at the 0,01 level (1-tailed).

4.5 Determinants of work satisfaction

It is hypothesized degree of work adaption, general adaption, local staff support, responsibility for boundary spanning behaviour roles is positively related to work satisfaction. Furthermore, it is hypothesized that degree of work-personal life conflicts is negatively related to work satisfaction.

4.5.1 Adaption to a host country

We have already described that commercial diplomats are relatively well adapted to their work ($M = 5,92$). Furthermore, we have also described that commercial diplomats are also relatively well adapted to living in their host-country ($M = 5,49$). In order to measure the hypothesized relations, we have determined the Pearson correlation coefficients (see table 9). The Pearson correlations indicate that work adaption is significantly positively related to work satisfaction ($r = 0,378$) and supports Hypothesis 3a. Furthermore, the Pearson correlations indicate that work general adaption is significantly positively related to work satisfaction as well ($r = 0,376$), and supports Hypothesis 3b. These findings suggest that a better adaption of commercial diplomats enhances work satisfaction.

Hypothesis 3a: Degree of work adaption is positively related to work satisfaction is supported ($P < 0,05$).

Hypothesis 3b: Degree of general adaption is positively related to work satisfaction is supported ($P < 0,05$).

4.5.2 Imbalance between personal life and work

Degree of imbalance between personal life and work is hypothesized to be negatively related to work satisfaction. We have measured work-personal life conflicts on a 5-item construct to determine to what extent commercial diplomats experience an imbalance between their personal life and work. The respondents indicated that they do experience an imbalance between their personal life and work ($M = 4,23$), but in a moderate way. In order to determine the hypothesized relation, we have determined the Pearson correlation coefficient ($r = -0,084$) and this indicates that an imbalance between personal life and work is not negatively related to work satisfaction (see table 9).

Even though a negative relationship has not been found, commercial diplomats still experience a moderate degree of imbalance between personal life and work. However, based on the theories we expected a higher degree of imbalance between personal life and work.

Hypothesis 4: Degree of imbalance between personal life and work is negatively related to work satisfaction is not supported ($P > 0,10$).

4.5.3 Responsible for boundary spanning behavior roles

Next, we wanted to examine whether there was a relation between being more responsible for boundary spanning behaviour roles and work satisfaction. We have measured to what extent commercial diplomats are responsible for boundary spanning behaviour roles with a 10-item construct. We have combined the three boundary spanning behaviour roles (ambassador role, task coordination role and scout role), and found that commercial diplomats were moderately responsible for these roles ($M = 3,58$, between 3 = neutral and 4 = mostly responsible). When we measure the responsibility per role, we found that commercial diplomats are mostly responsible for the scout role ($M = 3,74$), followed by the task coordination role ($M = 3,56$) and finally the ambassadorial role ($M = 3,48$). We have already indicated in the 'parametric testing' section that a linear relationship has not been found, after analysing the scatter plots. Therefore we are not going to measure a Pearson correlation coefficient, since measuring this coefficient would only lead to a misinterpretation of the hypothesized relationship.

Hypothesis 5: Degree of responsibility in boundary spanning behaviour roles is positively related to work satisfaction is not tested, and therefore not supported.

As an alternative, we have analysed the data whether we could conduct independent sample t-tests of commercial diplomats who are not responsible or very limited responsible for these roles, and commercial diplomats who are largely responsible for these roles. We have divided the commercial

diplomats per role into two groups, a group that is less responsible for these roles, and a group that is more responsible for these roles¹.

An independent sample t-test indicated that there was no significant difference in work satisfaction ($t(30) = 1,448$, $p > 0,10$) between commercial diplomats who were less responsible for the ambassadorial role ($N = 13$, $M = 5,83$), and commercial diplomats who were more responsible for the ambassadorial role ($N = 19$, $M = 5,28$) (see table 31 in Appendix L).

An independent sample t-test indicated that there was no significant difference in work satisfaction ($t(30) = 0,805$, $p > 0,10$) between commercial diplomats who were less responsible for the task coordination role ($N = 13$, $M = 5,71$), and commercial diplomats who were more responsible for the task coordination role ($N = 19$, $M = 5,36$) (see table 31 in Appendix L).

An independent sample t-test indicated that there was no significant difference in work satisfaction ($t(30) = 0,871$, $p > 0,10$) between commercial diplomats who were less responsible for the scout role ($N = 7$, $M = 5,86$), and commercial diplomats who were more responsible for the scout role ($N = 25$, $M = 5,40$) (see table 30 in Appendix L).

Even though the independent sample t-tests did not indicate significant differences, it is noteworthy that commercial diplomats who were structurally less responsible for these roles indicated that they were more satisfied than commercial diplomats who were more responsible for these roles. We expected that this would be the other way around.

4.5.4 Local staff support

We have also hypothesized that degree of local staff support is positively related to work satisfaction. We have measured local staff support with a 5-item construct, and found that commercial diplomats were moderately supported by their local staff ($M = 4,87$, close to 5 = somewhat agree). Furthermore, a Colombian commercial diplomat added the following in the comments of the online questionnaire: 'There is a factor of the local staff members with more experience in the new culture that compete with you, and see the newcomer as a threat instead of an ally'. This confirms what we moderately expected. The Pearson correlation coefficient ($r = 0,521$) has been determined in order to measure the hypothesized relation. The Pearson correlation coefficient indicated that local staff support is significantly positively related to work satisfaction, and thus supports hypothesis 6 (see table 9).

Hypothesis 6: Degree of local staff support is positively related to work satisfaction is supported ($P < 0,01$).

¹ The group that is less responsible for these roles consist of the combination of 'not at all responsible', 'somewhat responsible' and 'neutral'. The group that is more responsible for these roles consist of the combination 'mostly responsible' and 'completely responsible'.

Table 9: Pearson correlation coefficients on work satisfaction

Variable (on work satisfaction)	Correlation coefficients	P-Value	N
Work adaption	0,378*	0,015	33
General adaption	0,376*	0,016	33
Imbalance between personal life and work	-0,084	0,323	32
Responsible for boundary spanning behaviour roles	Not tested (no linear relationship)	-	-
Local staff support	0,521**	0,001	32

* Correlation is significant at the 0,05 level (1-tailed)

** Correlation is significant at the 0,01 level (1-tailed)

4.6 Testing the research models

The bivariate relations are, in the previous sections, separately tested by means of Pearson correlation coefficients. Testing the bivariate correlations is interesting, but it does however offer limited insights concerning to what extent a relationship holds when multiple (potential) variables are included. The variables that were found to be significantly related to work satisfaction, general adaption and work adaption are therefore going to be used and analysed in regression models, in order to determine the unique contribution of variables as predictors. Furthermore, the stepwise regression method is going to be used, in order to find the most parsimonious set of variables as predictors of work satisfaction, general adaption and work adaption. We have already analysed in the parametric section, before we conducted the bivariate relations, that all variables that are going to be used in multiple regression analyses are linear, as well as the potential threat of outliers. Furthermore, we also needed to check for multicollinearity, by checking the correlations between the independent variables. Saunders et al. 2009 indicated that a correlation of $r = 0,90$ and above between independent variables can create multicollinearity problems. In table 32 in Appendix M can be seen that there were no correlations coming near to the $r = 0,90$ threshold. VIF scores and tolerance statistics have been checked as well, and according to Saunders et al. (2009) a VIF score below 10 (and preferably below 5) suggests that there is no multicollinearity. VIF scores of all independent variables have been checked, and ranged between a safe 1,200 and 2,056 which further reduced the thread of multicollinearity. Finally, P-Plots have been produced in order check the normal distribution and variances, and these P-Plots showed normal lines for all variables that are going to be used for the linear regression models.

Due to the fact that the number of respondents is relatively low ($N = 32$), the regression analyses in the upcoming sections should be considered as a careful beginning of how to explain the variances of the dependent variables general adaption, work adaption and work satisfaction for commercial diplomats.

4.6.1 Testing general adaption

The variables that were found to be positively significant related to general adaption were 'months working at present posting' and 'cross-cultural training'. We have already found that cross-cultural training had the strongest relation with general adaption. Therefore, we will first show the impact of this variable, before we are going to add the second variable ('months working at present posting').

General adaption (model 1, see table 10)

'Cross cultural training' is with a standardized coefficient of 0,461, $t(31) = 2,894$, $P < 0,01$ significantly positively related to general adaption. The model is statistically significant $f(31) = 8,377$, $P < 0,01$, and has an explained variance of ($R^2 = 0,213$) 21,3%.

General adaption (model 2, see table 10)

The second model includes the first model, but the variable 'months working in present posting' has been added as well. Cross-cultural training is with a standardized coefficient of 0,422, $t(30) = 2,685$, $P < 0,01$ significantly positively related to general adaption. Furthermore, the standardized coefficient of 'months working at present posting' is 0,256, $t(30) = 1,626$, $P < 0,10$ positively related to general adaption. Including the variable 'months working at present posting' improves the explained variance with $R^2 = 0,063$. The model is statistically significant $f(30) = 5,732$, $P < 0,01$, and has an explained variance of ($R^2 = 0,276$) 27,6%. The results indicated that both variables are adding explained variance to the explanation of general adaption. The scatter plot of the variable cross-cultural training (that accounts for the largest share of explained variance) on general adaption can be found in figure 6 in Appendix O. However, since we only tested two variables and a relatively small number of respondents ($N = 32$), we should be cautious with these findings.

Table 10: Multiple regression model on general adaption

Dependent variable	Gen. adaption (1)			Gen. Adaption (2)		
	B	SE	t-value	B	SE	t-value
Constant	4,201	0,479	8,770	3,625	0,586	6,184
Cross-cultural training	0,461	0,107	2,894**	0,422	0,106	2,685**
Months at present posting				0,256	0,130	1,626*
N	32			32		
R^2	0,213			0,276		
s	0,988			0,963		
F	8,377**			5,732**		
R^2 change				0,063		

* Coefficient is significant at the 0,10 level.

** Coefficient is significant at the 0,01 level.

4.6.2 Testing work adaption

We have found that only the variable cross-cultural training was positively related to work adaption. Therefore, we are not able to conduct a regression analysis. However, it is noteworthy that cross-cultural training was highly significantly related to word adaption, with a standardized coefficient of 0,632, which could resemble an explained variance of ($R^2 = 0,400$) 40%. In order to further understand to what extent the strength of the possible explained variance of cross-cultural training is, more research with more variables will be required. The scatter plot of cross-cultural training on work adaption can be found in figure 7 in Appendix O.

4.6.3 Testing work satisfaction

The variables 'general adaption', 'work adaption' and 'local staff support' were found to be positively related to 'work satisfaction'. Local staff support indicated the strongest relationship with work satisfaction. Therefore, we will first show the impact of this variable, before we are going to add the second and third variable ('general adaption' and 'work adaption') in the regression analysis.

Work satisfaction (model 1, see table 11)

The variable 'local staff support' is with a standardized coefficient of 0,521, $t(31) = 3,342$, $P < 0,01$ significantly positively related to work satisfaction. The model is statistically significant $f(31) = 11,168$, $P < 0,01$, and has an explained variance of ($R^2 = 0,271$) 27,1%.

Work satisfaction (model 2, see table 11)

The second model includes the first model, but the variable 'general adaption' has been added as well. By means of a stepwise regression method, the variable 'work adaption' was deleted from the regression analysis. The variable 'work adaption' did not contribute to the explained variance of 'work satisfaction'.

In the second model, local staff support is with a standardized coefficient of 0,451, $t(30) = 2,831$, $P < 0,01$ significantly positively related to work satisfaction. Furthermore, the standardized coefficient of 'general adaption' is 0,244 $t(30) = 1,532$, $P < 0,10$ significantly positively related to work satisfaction. Including the variable 'general adaption' improves the explained variance with $R^2 = 0,055$. The model is statistically significant $f(30) = 7,009$, $P < 0,01$, and has an explained variance of ($R^2 = 0,326$) 32,6%. The scatter plot of the variable local staff support (that accounts for the largest share of explained variance) on work satisfaction can be found in figure 8 in appendix O.

Table 11: Multiple regression model on work satisfaction

Dependent variable	Work satisf. (1)			B	Work satisf. (2)	
	B	SE	t-value		SE	t-value
Constant	2,519	0,911	2,764	1,346	1,175	1,146
Local staff support	0,521	0,183	3,342**	0,451	0,187	2,831**
General adaption				0,244	0,185	1,532*
N	32			32		
R ²	0,271			0,326		
s	1,061			1,038		
F	11,168**			7,009**		
R ² change				0,055		

* Coefficient is significant at the 0,10 level.

** Coefficient is significant at the 0,01 level.

4.7 Summary of findings

4.7.1 Objective 1: First descriptions of HRM practices

Table 12: First descriptions of HRM practices

1.	Selection procedures for career diplomats	Selection procedures for specialists
1. Selection/recruitment	<p>Requirements</p> <ul style="list-style-type: none"> - Candidate should have an academic degree - Excellent study results were conducive. - Non-study activities were considered to be important as well. - Around 1% of the applicants will be hired. <p>Selection procedures</p> <ul style="list-style-type: none"> - Selection procedure usually consisted out of 5 stages. These stages usually took between 6 and 9 months (excluding the diplomatic academy). <ul style="list-style-type: none"> • Interviews. • Written tests (concerning economics, trade, politics, geography and logics) as well as psychological tests. • Language tests, as well as the ability to learn an unknown language. • Oral examinations in terms of presentations for example. • Interviews with high level staff of the Ministry, as well as with (former) ambassadors. 	<p>Requirements</p> <ul style="list-style-type: none"> - Candidate should have an academic degree. - Experience with working abroad is considered to be a prerequisite. - Experience with working on trade issues in the private sector is considered to be very important. - Less than 1% of the applicants will be hired. <p>Selection procedures</p> <ul style="list-style-type: none"> - Selection procedure usually consisted out of 3 stages (a few specialists were also approached to join the diplomatic force without going through these stages). <ul style="list-style-type: none"> • Interviews • Written tests (concerning economics and trade) • Analysing business cases/or role playing games
2.	Motivating factors	Less motivating factors
Motivation	<ul style="list-style-type: none"> - Lifestyle - Job contents - Career development opportunities 	<ul style="list-style-type: none"> - Financial rewards - Job security - Status
3.	Training and development before, or in between postings	Training and development during a posting
Training/development	<ul style="list-style-type: none"> - Broadly defined training programs were available in between postings. - Specific training concerning trade was moderately available. - Personal development plans were not specifically designed to meet the requirements of individual commercial diplomats, but were rather embedded in pre-defined career paths (such as promoting from a third secretary to a second secretary after four years). 	<ul style="list-style-type: none"> - Commercial diplomats did not receive training during postings. - Commercial diplomats had to attend many seminars/conferences as part of their work which enhanced the understanding of local market issues. - Language courses were usually followed, but they had to arrange this themselves, instead of provided by the government.

4.	Positive aspects	Negative aspects
Rewards/benefits	<ul style="list-style-type: none"> - Tax free allowances. - Hardship level allowances (based on distance from the home country, danger, pollution, living standards etc. - International schools for children are covered. - Moving costs are covered. - Tickets to the home country (annually). - Security in high risk countries is covered. 	<ul style="list-style-type: none"> - Expensive insurances. - Double housing costs. - Partners often not allowed to work and/or it is not attractive for companies to hire them, since partners have diplomatic passports as well. - Often required to go more than once per year to the home country (family issues).

4.7.2 Objective 2: Groups of commercial diplomats

Table 13: Differences between groups of commercial diplomats

Groups	Findings
Gender	Females appeared to be highly significantly more satisfied with their work compared to males
Working in developed or emerging countries	Commercial diplomats working in developed countries appeared to be moderate significantly more satisfied with their work compared to commercial diplomats working in emerging countries
Commercial diplomats originated from developed or emerging countries	<ul style="list-style-type: none"> - Commercial diplomats originated from developed countries appeared to be moderate significantly more satisfied with their work, compared to commercial diplomats originated from emerging countries. - Commercial diplomats originated from emerging countries appeared to be moderate significantly more intended to leave their posting, compared to commercial diplomats originated from developed countries.

4.7.3 Objective 3: Determinants of adaption

Table 14: Hypothesized relations with adaption to a host country

Area	#	Hypothesis	Supported
Experience in the posted country	1a	Degree of experience in the current posted country is positively related to general adaption.	Supported
Experience in the posted country	1b	Degree of experience in the current posted country is positively related work adaption.	Not supported
Cross-cultural training	2a	Degree of received cross cultural training is positively related to general adaption.	Supported
Cross-cultural training	2b	Degree of received cross cultural training is positively related to work adaption.	Supported

4.7.4 Objective 4: Determinants of work satisfaction

Table 15: Hypothesized relations with work satisfaction

Area	#	Hypothesis	Supported
Adaption to host country	3a	Degree of general adaption is positively related to work satisfaction.	Supported
Adaption to host country	3b	Degree of work adaption is positively related to work satisfaction.	Supported
Imbalance between personal life and work	4	Degree of imbalance between personal life and work is negatively related to work satisfaction.	Not supported
Responsible for Boundary spanning behaviour	5	Degree of responsibility in boundary spanning behaviours is positively related to work satisfaction.	Not supported
Local staff support	6	Degree of local staff support is positively related to work satisfaction.	Supported

5. Conclusion & Discussion

5.1 Conclusion

The conclusion is going to be structured per objective, that were synthesized into the following research question:

How do commercial diplomats perceive HRM practices, and how can their work satisfaction and adaption be explained?

5.1.1 Perceived HRM practices

The goal of the first objective is to provide initial insights concerning the following HRM practices: Recruitment and selection, motivation and retention, training and development and benefits and rewards of commercial diplomats from various countries. We were able to provide initial descriptions of how these practices were perceived. The results indicated that these practices of separate commercial diplomats had a lot in common with each other. Whereas it appeared that selection and recruitment procedures were, especially for career diplomats, very extensive and usually consisting out of around five stages (Interviews, written tests, language tests, oral tests, and interviews with high level members of the Ministry). Applicants that successfully went through these stages (around 1%), were allowed to join the diplomatic academy. The selection and recruitment procedure for specialists were less extensive, and consisted out of around three stages (Interviews, written tests, and analysing a business case/or performing roleplaying games). Furthermore, it was important that applicants had already proven themselves in the private sector (abroad). Applicants that successfully went through these stages (less than 1%) were not required to join the diplomatic academy before being posted abroad.

The respondents were mainly driven to work as a commercial diplomats by the interesting lifestyle that comes along with the job, job contents and career development opportunities. Financial rewards were considered to be less important, as well the status derived from working as a commercial diplomat. Furthermore, we expected that job security could be a motivating factor as well, but we have found that this was in general not the case. Training and development opportunities were in general not available when posted abroad in terms of tailor made development programs. However, as part of their work, they needed to attend many conference/seminars that were perceived to be very conducive to further understand the local market, as well as to further understand what the trends were. Finally, commercial diplomat received a lot of benefits and rewards, in terms of tax free salaries and additional hardship level allowances. However, on the other hand, partners were in general not allowed to work, and other costs such as expensive insurances, double housing costs, expensive trips back to the home country were not considered to weigh up against these benefits.

5.1.2 Groups of commercial diplomats

The second objective of this research is to identify potential differences between groups of commercial diplomats concerning work satisfaction, intention to leave, and adaption to a host country. We have tested whether there were differences in: gender, posting (commercial diplomats posted in emerging versus commercial diplomats posted in developed countries), origin (commercial diplomats originated from emerging countries versus commercial diplomats originated from developed countries) and size (smaller versus bigger embassies/TPO's in terms of employees) and

age (younger commercial diplomats versus older commercial diplomats). We have found that there were no significant differences between groups concerning adaption to a host country. However, we have found that gender played a role in terms of work satisfaction. Females were highly significantly more satisfied with their work compared to males.

Furthermore, commercial diplomats working in developed countries were found to be moderate significantly more satisfied with their work compared to commercial diplomats working in emerging countries. Many factors can be related to this, but it can be imagined that it is more stressful to work in a country where institutions and business regimes are upcoming and less clear. However, more research is required in order to determine what factors negatively influence work satisfaction of commercial diplomats working in emerging countries.

We have also found that commercial diplomats originated from a developed country are moderately significantly more satisfied with their work, compared to commercial diplomats originated from an emerging country. Furthermore, we have also found that commercial diplomats originated from an emerging country are moderately significantly more intended to leave compared to commercial diplomats originated from a developed country. These differences could be related to the fact that commercial diplomats from an emerging country can be considered as relatively 'newcomers' in the field of commercial diplomacy. Commercial diplomats from developed countries are already for decades active in the field of commercial diplomacy, and it can be imagined that they have developed more sophisticated techniques in order to conduct efficient and satisfactory commercial diplomacy activities. Whereas it can be imagined that it is more difficult for emerging countries to conduct effective and efficient commercial diplomacy due to the lack of experience. However, more research is required in order to identify potential factors that could be related to these differences.

5.1.3 Adaption to a host country

The third objective of this research is to determine to what extent commercial diplomats are adapted to their host country in terms of adaption to living in their host country, and in terms of working in their host country. Furthermore, we wanted to assess to what extent certain determinants are related to the aforementioned. Commercial diplomats were found to be relatively well adapted to living in their host country, and even better adapted to their work. We have hypothesized that degree of experience in months in the current posting is positively related to general adaption and work adaption. The respondents showed a good variation of experience in months in the current posting, in order to test the hypothesized relation accordingly. We have found, by means of bivariate correlations, that experience in months in the current posting is positively related to general adaption, but not to work adaption. Furthermore, we have hypothesized that degree of received/receiving cross cultural training is positively related to both general adaption and work adaption, and this was for both the case.

After the bivariate correlations were measured, we have conducted a linear regression analysis (stepwise) for the variable general adaption. We have demonstrated that the variables experience in months and received/receiving cross-cultural training accounts for 27,6% of the explained variance of general adaption. Especially the variable cross cultural training appeared to account for a large share the explained variance. Furthermore, we have demonstrated that received cross cultural training is highly correlated with work adaption as well. However, we were not able to conduct a linear regression analysis, since only this variable appeared to be correlated with work adaption. But the

high correlation suggests that cross cultural training can be an important factor to further enhance work adaption.

5.1.4 Work satisfaction

The fourth objective of this research is to determine to what extent commercial diplomats are satisfied with their work, and to what extent certain determinants are related to work satisfaction. We have hypothesized that degree of general adaption, work adaption, responsibility for boundary spanning behaviours and local staff support is positively related to work satisfaction. Besides, we have hypothesized that degree of imbalance between personal life and work is negatively related to work satisfaction. We have found that commercial diplomats are relatively satisfied with their work (on average between slightly satisfied and mostly satisfied).

As discussed in the previous section, commercial diplomats are quite well adapted to generally living in their host country, and even better adapted to working in their host country. By means of bivariate correlations, we have determined that general adaption and work adaption is positively related to work satisfaction. This implies that enhancing techniques that further increases the adaption of commercial diplomats to a host country, will lead to more work satisfaction of commercial diplomats.

Furthermore, commercial diplomats experience a moderate degree of imbalance between personal life and work. We expected this to be higher, based on the semi-structured interviews and literature. Consequently, we have found, by means of a bivariate correlations, that degree of imbalance between personal life and work and work is not negatively associated with work satisfaction. This indicates that degree of imbalance between personal life and work does not influence work satisfaction.

Next, we expected that commercial diplomats were responsible for boundary spanning behaviours, and this was found to be the case to a certain extent. Whereas commercial diplomats were found to be most responsible for the scout role. However, we did not find a linear relation between being responsible for boundary spanning roles and work satisfaction, and therefore could not determine the bivariate correlations. Subsequently, we have split the respondents in two groups (a group that was less responsible, and a group that was more responsible for these roles), but significant differences were not found. However, even though there were no significant differences, it appeared that commercial diplomats who were less responsible for these roles were more satisfied. These findings will be further discussed in the discussion section.

Finally, we have determined that commercial diplomats perceived that they were moderately supported by their local staff, and that there was room for more support in order to enhance the effectiveness of commercial diplomats. We have hypothesized that degree of local staff support was positively related to work satisfaction. By determining the bivariate correlation, we have found that the relation was highly significant. These findings implies that local staff should find ways in order to further support the commercial diplomats.

After determining the bivariate correlations, we have demonstrated by means of a regression analysis, that local staff support contributed a lot to the explained variance of work satisfaction. Besides, general adaption also contributed modestly to the explained variance of work satisfaction (both variables accounted for 32,6%) . Work adaption did not contribute to the explained variance of work satisfaction, and was therefore deleted by means of a stepwise regression analysis.

5.2 Discussion and implications

The findings are going to be discussed, as well as corresponding implications. In this way, we can determine to what extent the findings are in line, and to what extent it deviates from existing literature, and what the (possible) implications are.

5.2.1 Perceived HRM practices

Selection and recruitment

The findings concerning selection and recruitment procedures indicated that especially for career diplomats, the procedures were designed to select generalists instead of specialists. They were selected and recruited in order to become a diplomat, but not specifically a commercial diplomat. They could be reassigned to become a political diplomat as well for example. Kostecki and Naray (2007) suggested that the contribution of commercial diplomats to political affairs, inter-governmental trade agreements etc. should be reviewed. But, the findings indicate that generalists are still assigned to do commercial diplomacy activities. Besides, they are not required to have experience in the private sector as well. This could negatively influence the outcome of the services of the commercial diplomats, since generalists are in general not capable to fully master the skills that are required as a commercial diplomat (Carron de la Carrière, 1998). This has been recognized by one of the respondents as well, who indicated that it is 'a bit weird that especially career diplomats are changing functions constantly, from cultural to political issues, and from trade and economical to development cooperation issues'. On the other hand, the specialists indicated that they were selected due to their experience and expertise in the private sector. This suggests that the Ministries of Foreign Affairs/Ministries of Trade are recognizing the value of having more commercial diplomats employed that are having experience in the private sector.

Motivation and retention

The lifestyle that comes along with being a commercial diplomat was considered to be a very important motivating factor that enhanced the motivation and retention of commercial diplomats, as well as job contents. The career opportunities were considered to be important as well, and working as a commercial diplomat probably enhances career development opportunities. Less important factors were financial rewards, job security and status. Kostecki and Naray (2007) already suggested that the individual motivations will influence both the quality of general and networking services. This researched has provided initial insights in what these individual motivations are, but to what extent, and how these factors influence the services provided by commercial diplomats should be further researched.

Training and development

Broadly defined macro-economic training and development programs were in general provided in between postings, as well as many seminars and conferences that commercial diplomats should visit as part of their work (organized by institutions such as the WTO, ILO, etc.). However, specific training programs that specifically focused on marketing, commercial and financial techniques were in general not provided. The potential risk of this, is that commercial diplomats are not fully capable to provide and offer services that companies are requiring from them. Carron de la Carrière (1998) already indicated this potential threat, which could lead to missed business opportunities. As a Swiss CEO indicated 'we need people (commercial diplomats) who understand international SME's and

explain things well and fast’, which is also in line with one of the respondents who indicated for example: ‘commercial diplomats are not always interested in in-depth analyses, but just want to meet the suitable counterpart’. In other words, training programs that bring commercial diplomats closer to the requirements of companies could further enhance the quality of services, which could lead to more business development opportunities.

Rewards and benefits

The findings gave insights in what kind of reward and benefits commercial diplomats received when posted abroad. In general, the benefits and rewards appeared to be relatively similar between commercial diplomats. However, the most remarkable was that only one commercial diplomats received bonuses according to well defined measurable criteria, which were based on grades companies gave them on the quality of services provided (if services were remarked as excellent, a bonus was rewarded) . The other respondents did not receive a bonus, or partial salaries that were based on well-defined measurable criteria. Kostecki and Naray (2007) suggested to reward according to well defined measurable criteria, and adds that if the reward system fails to reward an effective service, it will probably reward failure. Therefore, we suggest, in line with Kostecki and Naray (2007), to implement reward systems that rewards commercial diplomats according to well defined measurable criteria. Perhaps this reward system should be led by the Embassy/TPO instead of the Ministry of Foreign Affairs/Ministry of Trade. Not only would this lead to a fairer reward system, but it would also give better insights in how services per Embassy/TPO could be improved, and further fine-tuned.

5.2.2 Groups of commercial diplomats

Gender

The results indicated that there is a significant difference in work satisfaction in gender. Females appeared to be highly significantly more satisfied with their work compared to males. This research is not intended to explain this phenomenon, but research of Spector and Brannick (2010) suggested that it seems that women are more likely to be satisfied with their work compared to males. Even though women are biologically prone to be happier in life, and therefore with their jobs, does not automatically explains the differences on mean scores between males and females. Research indicated that, on average, men tend to work more hours and are less prone to allow family issues interfere with jobs. As a consequence, men might be more tolerant of suboptimal job conditions and will be less likely intended to quit compared to women (Hills, 2005). Subsequently, it is suggested that women are less tolerant with dissatisfying job conditions, and if they are faced with an unpleasant job, they quit quicker. Therefore, Spector and Brannick (2010) suggested that gender probably not affects satisfaction (women are not more satisfied than men) but rather gender influences the responses to dissatisfaction. Therefore, one should be careful not to blindly relate work satisfaction with gender without taking the responses to dissatisfaction into account.

Working in developed and emerging countries

We have found that commercial diplomats working in developed countries are moderately significant more satisfied with their work compared to commercial diplomats working in emerging countries. We have not researched what factors could cause this difference, however research has shown that people feel puzzled and shocked due to unusual circumstances and different cultural norms and

standards (Neuliep, 2003). It is possible that they possibly experience cultural shock if the new culture entirely differs from their home country. Especially when commercial diplomats need to work in an emerging country that is relatively underdeveloped, with traditional norms and standards that are either relatively unknown or old fashioned. Therefore, commercial diplomats working in an emerging country can feel themselves confused, unhappy and harassed to a certain extent (Wild, Wild & Han, 2000). Furthermore, Research of Dunbar (1992) also showed similar results, and found that expatriates working in Europe were more satisfied than expatriates working in non-Western countries.

Furthermore, commercial diplomats need to heavily rely on the institutional arrangements of a certain country in order to provide valuable services for companies. Institutional arrangements consist out of the legal framework and its enforcement, property rights, information systems and regulatory regimes. These institutions are vital to ensure effective functioning market mechanisms. These institutional arrangements are considered to be weak in emerging economies (Meyer, Estrin, Bhaumik and Peng, 2008). Subsequently, weak institutional arrangements magnify information asymmetries (Meyer, 2001), and it is therefore expected that commercial diplomats experience more difficulties in acquiring relevant and valuable information (Tong, Reuer and Peng, 2008). It could be possible that the quality of services of commercial lack under these conditions, which could harm their satisfaction as well. However, further research is needed to gain a better understanding of commercial diplomats working in either an emerging country or a developed country.

Commercial diplomats originated from developed and emerging countries

Finally, we have found that commercial diplomats originated from emerging countries were moderate significantly less satisfied with their work, as well as moderately significantly more intended to leave, compared to commercial diplomats originated from developed countries. However, there is no literature that either supports or contradicts these findings. One explanation could be that commercial diplomats originated from emerging countries are relatively 'new' in the field of commercial diplomacy, and have to find their way in conducting effective and valuable services. Whereas developed countries are already longer active in commercial diplomacy, and the work is probably more clear and predefined, and probably better coordinated/fine-tuned. Nonetheless, this needs to be further researched in order to get a better understanding of these differences.

In sum, the findings suggested that there are differences in different groups of commercial diplomats considering, in this case for mostly, work satisfaction. To what extent there are differences in groups of commercial diplomats considering other factors, is relatively unknown. Future practitioners and researchers of commercial diplomacy, should therefore be careful to consider commercial diplomats as one group, whereas more nuances and subtleness is required when discussing commercial diplomats/commercial diplomacy.

5.2.3 Adaption to a host country

Current posting experience

The findings indicated that current posting experience is only positively significantly related with general adjustment, and not with work adjustment of commercial diplomats. This partially

contradicts recent studies in the field of expatriates, which indicated that current posting experience was both positively significantly related to general and work adaption (Takeuchi et al., 2005). However, we must be careful with rejecting the relation between current posting experience and work adjustment, since the commercial diplomats scored relatively high on this construct. Furthermore, one explanation of commercial diplomats scoring high on work adjustment, is perhaps related to the fact that the organization, even though located in a foreign country, is not unknown and part of the (known) Ministry of Foreign Affairs, and or Ministry of Trade. This could imply that a lot of internal work is quite similar in terms of work procedures etc., and does not deviate a lot between different postings. Further research is needed to further understand to what extent work of commercial diplomats deviates between different postings, in order to gain a better understanding of work adjustment of commercial diplomats.

We have also found that current posting experience only had an explained variance of around 7% for general adjustment, and this is in line with Takeuchi et al. (2005), in which they found almost a similar explained variance (5%). This contributes to the notion that current experience in months is only one of the many factors that could enhance general adjustment, let alone work adjustment. Furthermore, the findings concerning general adjustment further emphasize that adding a time perspective is an important aspect in the understanding of the adjustment of in this case commercial diplomats (Black & Gregersen, 1991; Shaffer et al. 1999 and Takeuchi et al., 2005).

Received/receiving Cross-Cultural Training

The results indicated that received/receiving cross cultural training (CCT) is both highly significantly related to general adaption and work adaption. This is in line with research conducted by Morris and Robbie (2001), who found that CCT is significantly positive related to adjustment as well. Furthermore, research has also shown that an increased general adaption and work adaption enhances the success on the foreign assignment (Brewster, 1995; Caligiuri et al. 2001). Thus the link between CCT and adaption, and success on the foreign assignment is proven. The results of this study indicated that commercial diplomats perceive their received/receiving CCT as moderately acceptable. This implies that there is more room for more CCT to further enhance the adaption to a host country, and subsequently increasing the success on a foreign mission.

Littrel and Salas (2005) have combined and developed best practices concerning how to provide cross-cultural training, by means of an extensive literature review. They divided these best practices into design, delivery and evaluation and can be found in table 33 in Appendix N. We consider CCT even more important for commercial diplomats than for expatriates, since commercial diplomats are in general only a couple of years posted in a certain country. Implementing these best practices would further enhance the (quicker) adaption and understanding of a country for commercial diplomats, and subsequently more success on the foreign mission by providing an increased value in their services. Furthermore, as the best practices already partially suggested, it is very important not to only offer CCT before arrival, but also when posted abroad. It should be sequential in order to 'provide continuous guidance for the incremental restructuring of the expatriate's operant frame of reference towards greater consistency with the host culture' (Selmer, Torbiorn and Leon, 1998).

5.2.4 Work satisfaction

Adaption to a host country

The results have shown that both general adaption and work adaption are both positively related with work satisfaction. However, only general adaption had a predicting power on work satisfaction. This is in line with findings of Takeuchi, Yun & Tesluk (2002), who found that general adaption has a predictive power on the work satisfaction. However, our findings are not in line with recent findings of Pinto, Cabral-Cardoso & Wether (2012), in which no predictive power was found. The literature currently seems to rest on the assumption that adjustment is a pre-condition for increased satisfaction, better performance and reduced turnover. Findings of Lee and Sukoco (2010) offered a different perspective on cross-cultural adjustment, and found that there is indeed a lack of association between cross-cultural adjustment and performance. They found that a lack of association was depending on the cultural effectiveness of expatriates. They found that cultural adjustment only (positively) affected expatriates performance, when adjustment was translated into cultural effectiveness. In other words, it could be possible that cross-cultural adjustment does not only directly influence work satisfaction, unless other conditions are met, such as cultural effectiveness. More research is needed to clarify to what extent adaption influences work satisfaction, and if other variables such as cultural effectiveness should be incorporated in the model as well

Furthermore, Haslberger and Brewster (2009) also discussed a potential moderator, which is the degree of fit between expectations about the assignment and the fulfilment of those expectations. Poorly adjusted expatriates may feel satisfied with the assignment and intend to remain until the end, in order to keep the financial and career benefits of an international assignment. On the other hand, well-adjusted expatriates could be dissatisfied with the assignment and be willing to withdraw, especially if the assignment did not offered the expected advantages in order to overcome the efforts to adjust.

Imbalance between personal life and work

The results indicated that commercial diplomats did not experience a high degree of imbalance between their personal life and work. We expected higher degrees of imbalance between personal life and work, due to the fact that the exploratory interviews suggested that commercial diplomats do perceive to experience this to a certain degree. This also challenges the findings of Grant-Vallone & Ensher (2001), in which they found that expatriates do perceive a high degree of imbalance between personal life and work and found this to be related to higher levels of anxiety and depression. Since research has not focused to relate imbalance between personal life and work and work satisfaction, we were able to draw initial findings that does not support a negative relation between an imbalance between personal life and work, and work satisfaction. However, we need to be careful in rejecting this hypothesis, since it appeared that commercial diplomats not perceive to have a high (only moderate) imbalance between personal life and work. Grant-Vallone and Ensher (2001) found that if organizations, in this case the Embassy/Trade Promotion Organization, and the Ministry of Foreign Affairs and or Ministry of Trade, offered a supportive environment, potential imbalances in personal life and work could be largely reduced. However, more research is needed in order to prove this statement, since this research has not tested if commercial diplomats perceived to be well supported in terms of eliminating potential imbalances in personal life and work.

Responsibility for boundary spanning behaviors

The findings indicated that commercial diplomats were in general responsible for all three boundary spanning behavior roles, whereas they were most responsible for the scout role, followed by the task coordination role and finally the ambassadorial role. This is in line with findings of Au and Fukuda (2002) who found similar results among expatriates. However, the results could not be used to test the hypothesized relation (degree of responsibility is positively related to work satisfaction), due the lack of a linear relationship between these variables. However, in order to offer more insights, we have split the commercial diplomats into two groups (one group who was relatively less responsible for these roles, and one group who was relatively more responsible for these roles). We found contradicting results, where it appeared that commercial diplomats who were less responsible for these roles were more satisfied (though not significantly). This contradicts findings of Au & Fukuda (2002), who found that being more responsible for these roles was negatively related with job ambiguity, which implied that demands between parties became more clear. Subsequently, they found that expatriates who were more responsible for these roles were more satisfied. Since 'playing these roles contributed to their psychological perquisites and career benefits' (Au & Fukuda, 2002). Besides, Schotter and Beamish (2010) indicated that for expatriates boundary spanning behavior roles were considered to be one of the most important parts of their work, and it is found that the opportunity to engage in these roles, is even more motivating than traditional instruments such as financial rewards and career promotions (Osterloh and Frey's, 2000). However, since we found contradicting results in this study, it is questionable if the aforementioned findings also holds for commercial diplomats.

Local staff support

The findings indicated that local staff support had a strong positive relation with work satisfaction, and had an explained variance of work satisfaction as well. Research has already indicated that perceived organizational support is found to be very important in order to enhance commitment and to reduce turnover (Allen & Shanock, 2012). However, this research solely focused on the local staff support in order to get a better understanding of how their expertise is shared among commercial diplomats. We found that commercial diplomats perceived to be moderately supported by their local staff, and that there is room for improvement. Socialization tactics are a good example that could be further enhanced. These tactics should not be seen as mandatory on the basis of regulations, but rather based on chosen and discretionary ways in order to support commercial diplomats effectively (Allen & Shanock, 2012). Furthermore, tactics that provide more content and more social interaction are related to an increased job embeddedness (Allen & Shanock, 2012).

Recent literature has indicated that especially employees working in an emerging country should be even further supported, since local knowledge in emerging markets is highly tacit, undiffused and fast-changing. Three enabling conditions to facilitate better support were managerial ties, common knowledge and motivation (Scullion, 2010). Local knowledge from local staff can be best shared via common knowledge between the commercial diplomats and the local staff, in order to further enhance a better understanding of the local business environment. However, commercial diplomats and local staff should be further motivated to share and utilize this information (Scullion, 2010).

Received/receiving Cross-Cultural Training

The results also indicated a non-hypothesized relation between received/receiving cross-cultural training (CCT) and work satisfaction. Research has shown that CCT offered to the whole family does influence the expatriate satisfaction (Takeuchi et al., 2002; Tung, 1987), and suggests that cross-cultural training should be offered to the accompanying family members as well. We have not researched to what extent this is the case for commercial diplomats, but is noteworthy that the results indicated that they do perceive to be relatively well adapted to their work, but that the received CCT is lacking. Furthermore, training is not sufficient to ensure a positive effect on the satisfaction of expatriates or commercial diplomats. Results have shown that traditional CCT programs are not capturing the desired assistance of expatriates (Eschbach, Parker & Stoeberl, 2001). For example, organizations that have been classified as having excellent CCT programs, also offered local specialists to assist the expatriate with many things, such as finding a home etc. (Littrell and Salas, 2005).

5.3 Limitations

The findings should be considered as a beginning of the understanding of adaption and work satisfaction of commercial diplomats, as an extent of literature on expatriates. Moreover, findings are based on a relatively small sample size (low statistical power). Therefore, the findings should be treated with caution, whereas a bigger sample size is needed to confirm the relationships that were found.

The results are based on commercial diplomats from various countries, posted in various countries. Therefore, the findings tend to be more generalizable when discussing about commercial diplomats in general. However, there is a potential threat that different variables explains the variance of adaption and satisfaction for all commercial diplomats, without taking the potential nuances between countries into account. For example a commercial diplomat originated from an European country posted in an European country is perhaps less dependent on adaption techniques for example.

The internal consistency of the constructs appeared to be very strong, except the construct of local staff support with a Cronbach's Alpha of 0,699. Therefore, caution is required concerning the interpretation of this construct. A greater sample size may increase the Cronbach's Alpha, and the fact that some items were reverse coded could have led to misinterpretations of respondents concerning these items.

Furthermore, this research did not include dummy variables, and without these dummy variables there is the potential threat of overestimating explained variances.

The study had a cross-sectional design, whereas it would be better to have a longitudinal design, since work satisfaction and cross-cultural adjustment are time-related processes. With a longitudinal study design, the effects of certain predictors may vary over time. Subsequently, certain predictors may be of more importance in the beginning of a posting compared to in later stages of a posting, and vice versa.

Finally, we have only focussed on specific determinants for work adaption and work satisfaction that were derived from the semi-structured interviews and theories. However, we knew in advance that

more factors would probably be related to adaption to a host country and work satisfaction. These additional factors should be incorporated as well in order to get a full understanding of adaption and work satisfaction. Despite these limitations, we were able to integrate and test interesting determinants for the prediction of adaption and work satisfaction, as well as the provision of initial insights in how HRM practices are perceived, and finally we were able to highlight differences between groups of commercial diplomats concerning adaption and work satisfaction. Subsequently, these findings should be seen as a modest beginning to understand the complexity of adaption and work satisfaction of commercial diplomats. However, at the same time, the urge for more empirical work has also become clear.

5.4 Future research

The findings suggested that most commercial diplomats are not rewarded against clear defined measurable criteria. Future research should focus on how the few commercial diplomats that are rewarded against clear defined measurable criteria, and if this would enhance work satisfaction and the effectiveness of commercial diplomacy.

Only broadly defined training programs were provided for commercial diplomats, but specific training programs that specifically focussed on marketing, commercial and financial techniques were often not provided. Future research should focus on how these defined training programs can improve the quality of services, and work satisfaction of commercial diplomats. These training programs are only limited provided to commercial diplomats. A single case study of a country that are providing these specific training programs to their commercial diplomats could be conducted, in order to shed more light on this.

The semi-structured interviews suggested that lifestyle and work contents were among the most important determinants of work satisfaction. Therefore, it would be interesting to add these variables as well in future research concerning the work satisfaction of commercial diplomats. For example, using the variables that were found to be significantly correlating with work satisfaction could be adopted, in addition to lifestyle and work contents. In this way, the explained variances will probably be more reliable.

We have discussed that especially the work satisfaction part of this research showed differences between commercial diplomats posted in either emerging or developed countries (more satisfied with their work in developed countries). Besides, differences between origins of commercial diplomats concerning work satisfaction were found as well (commercial diplomats from developed countries were more satisfied). Future research should further distinguish between postings and origins of commercial diplomats in order to get a better understanding of groups of commercial diplomats. It is likely that commercial diplomacy has been operationalized in many ways which could differently affect the cross-cultural adaption and satisfaction of commercial diplomats. Besides, instead of focussing on the geographical or origin differences, cultural distance and language efficacy should also be further explored (Froese & Peltokorpi, 2010).

Future research should also focus on differences between groups of commercial diplomats in other fields as well. The findings of this indicated differences in especially work satisfaction, but it can be imagined that there are also differences between groups of commercial diplomats concerning other topics. Moreover, future research should be careful in considering commercial diplomats as one

group, and should be aware that there are nuances between groups of commercial diplomats that should be made.

Being responsible for boundary spanning role behaviours showed contradicting results with existing literature. Existing literature so far has determined that being responsible for these roles positively affects work satisfaction. This claim does not hold for commercial diplomats, but further research is required in order to further understand the effects of being responsible for these roles. This research did however not indicate a negative relationship between being responsible for boundary spanning behaviour roles and work satisfaction, due to the lack of linearity. But dividing the commercial diplomats in two groups (higher responsibility versus lower responsibility) suggested that the group of commercial diplomats that were more responsible, were less satisfied. This touches recent research which indicated that the importance of commercial diplomacy in emerging countries is probably more important than in developed countries (Yakop & Van Bergeijk, 2009). This has found to be the case due to the following factors: the asymmetries of distribution of knowledge, less developed trade-related institutions and the lower transparency/accessibility of market information in emerging countries (Yakop & Van Bergeijk, 2009, p.21). It could be the case that commercial diplomats have difficulties to overcome the aforementioned factors, and that these factors negatively influence the satisfaction of commercial diplomats (and eventually the quality of services provided). Future research is required in order to determine to what extent the aforementioned factors negatively influence work satisfaction.

Continuing with the challenges in emerging countries, future research should focus on the posting period of commercial diplomats in emerging countries as well. The challenges that commercial diplomats are facing in emerging countries, are probably hard to overcome and will probably take more time to fully comprehend. It can be imagined that if the commercial diplomat fully comprehends these difficulties after a certain period, it will enhance the quality of service, and the satisfaction of commercial diplomats as well. Therefore, future research should focus on to what extent a longer posting period in emerging countries influence the quality of services. On the other hand, if commercial diplomats are required to be posted for a longer period in a certain country, could also influence work satisfaction (both negatively and positively).

Received/receiving cross cultural training appeared to be strongly related to both general adaption, as well as to work adaption. An in depth study to further understand how CCT of commercial diplomats is shaped, and how cross-cultural training could be further improved, need to be further researched.

Local staff support was found to be an important determinant of work satisfaction. In order to get a better understanding of how commercial diplomats are supported by their local staff, more research is needed. Besides, how to enhance this support should also be further researched, since it appeared that there was room for improvement.

References

Allen, G.L. (2006). Do Organizational socialization tactics influence newcomer embeddedness and turnover? *Journal of Management*, 23, 237-256.

Allen, G.L. Shanock, L.R. (2012). Perceived organizational support and embeddedness as key mechanisms connecting socialization tactics to commitment and turnover among new employees. *Journal of Organizational Behavior*. John Wiley & Sons, Ltd.

Ancona, D.G. Caldwell, D.F. (1992). Bridging the boundary: External activity and performance in organizational teams. *Administrative Science Quarterly*, 37: 634-665

Au, K.Y. Fukuda, J. (2002). *Boundary spanning behaviors of expatriates*. *Journal of World Business*, 37.

Babbie, E. (2007). The practice of social research. Eleventh edition. *Thomson Wadsworth*.

Baumeister, R. F., & Leary, M. R. (1995). The need to belong: Desire for interpersonal attachments as a fundamental human motivation. *Psychological Bulletin*, 117, 497–529.

Baumgarten, K. (1995). Training and development of international staff. In A.W. Harzing & J. Van Ruysseveldt (Eds.), *International Human Resource Management* (pp. 205-228). London: Sage.

Bennett, R., Aston, A., & Colquhoun, T. (2000). Cross-cultural training: A critical step in ensuring the success of international assignments. *Human Resource Management*, 39, 239-250.

Bhagat, R., & Prien, K. O. (1996). Cross-cultural training in organizational contexts. In D. Landis & R. S. Bhagat (Eds.), *Handbook of intercultural training* (2nd ed., pp. 216-230). Thousand Oaks, CA: Sage.

Bhawuk, D.P.S., & Brislin, R.W. (2000). Cross-cultural training: A review. *Applied Psychology: An International Review*, 49, 162-191.

Black, J. S. (1988). Work role transitions: A study of American expatriate managers in Japan. *Journal of International Business Studies*, 19, 277-294.

Black, J. S. Gregersen, H.B. (1990). Expectations, satisfaction, and intention to leave for American expatriates in Japan. *International Journal of Intercultural Relations*, Vol. 14, pp. 485-506.

Black, J.S. Mendenhall, M. Oddou, G. (1991). Toward a comprehensive model of international adjustment: An integration of multiple theoretical perceptions. *The academy of management review*. Vol. 16, No. 2 pp. 291-317.

Black, J. S., & Stephens, G. K. (1989). The influence of the spouse on American expatriate adjustment in overseas assignments. *Journal of Management*, 15: 529-544.

Bonache, J. (2005). Job satisfaction among expatriates, repatriates and domestic employees: The perceived impact of international assignments on work related variables. *Personnel Review*, 34(1), 110–124.

Brewster, C. (1995). Effective expatriate training. In J. Selmer (Ed.), *Expatriate management: New ideas for international business* (pp. 57-71). Westport, CT: Quorum.

Bryman, A. (2006). Integrating quantitative and qualitative research: how is it done? *Qualitative Research SAGE Publications (London, Thousand Oaks, CA and New Delhi)* vol. 6(1) 97–113.

Burke, R. J. (1988). Some antecedents and consequences for work–family conflict. *Journal of Social Behavior and Personality*, 3, 287–302.

Caligiuri, P., Phillips, J., Lazarova, M., Tarique, I., & Bürgi, P. (2001). The theory of met expectations applied to expatriate adjustment: The role of cross-cultural training. *International Journal of Human Resource Management*, 12, 357–372.

Carron de la Carrière, G. (1998). *La diplomatie économique: le diplomate et le marché*, Paris. Economica.

Cooper-Thomas, H., & Anderson, N. (2002). Newcomer adjustment: The relationship between organizational socialization tactics, information acquisition and attitudes. *Journal of Occupational and Organizational Psychology*, 75: 423–437.

Eschbach, D. M., Parker, G. E., & Stoeberl, P. A. (2001). American repatriate employees' retrospective assessments of the effects of cross-cultural training on their adaptation to international assignments. *International Journal of Human Resource Management*, 12, 270–287.

Field, A. (2009). *Discovering Statistics using SPSS*. Sage: London.

Fisher, G. B. & C.E.J. Hartel (2003). Cross-cultural effectiveness of western Expatriate-Thai client interactions: Lessons learned for IHRM research and theory. *Cross Cultural Management*, 10(4), 4–28.

Forster, N. (2000). Expatriates and the impact of cross-cultural training. *Human Resource Management Journal*, 10, 63–78.

Froese, F.J., Peltokopri, V. (2011). Cultural distance and expatriate job satisfaction. *International Journal of Intercultural Relations* 35 (2011) 49–60.

Frone, M. R., Russell, M., & Cooper, M. L. (1992). Antecedents and outcomes of work–family conflict: Testing the model of the work–family interface. *Journal of Applied Psychology*, 77, 65–78.

Galinsky, E., Bond, J. T., & Friedman, D. E. (1996). The role of employers in addressing the needs of employed parents. *Journal of Social Issues*, 52, 111–136.

Googins, B. K., Griffin, M. L., & Casey, J. K. (1994). Balancing job and homelife: Changes over time in a corporation. *Boston: Boston University Center on Work and Family*.

Goodman, P. S., Lawrence, B. S., Ancona, D. G., & Tushman, M. L. (2001). Introduction. *Academy of Management Review*, 26: 507–511.

Gooler, L. E. (1996). Coping with work–family conflict: The role of organizational support. *Unpublished dissertation abstract, Baruch College, City University of New York, New York*.

Grant-Vallone, E.J. Ensher, E.A. (2001). An examination of work and personal life conflict, organizational support, and employee health among international expatriates. *International Journal of Intercultural Relations* 25 (2001) 261–278.

- Haslberger, A., & Brewster, C. (2009). Capital gains: Expatriate adjustment and the psychological contract in international careers. *Human Resource Management, 48*(3), 379–397.
- Hellman, C.H. (1997). Job satisfaction and intent to leave. *The journal of social psychology 137*(6), 677-689.
- Hills, E. (2005). Work-family facilitation and conflict, working fathers and mothers, work-family stressors and support. *Journal of Family Issues, 26*, 793-819.
- Hofstede, G. (1980). Culture's consequences: International differences in work-related values (abridged edition, volume 5). Newbury Park, CA: Sage.
- Hogg, C., & Harker, L. (1993). Family friendly employer: Examples from Europe. New York: Families and Work Institute, London: Daycare Trust.
- International Labour Organization. (1992). Conditions of work digest: Stress at work. Vol. 11. Geneva, Switzerland: International Labour Organization.
- Jones, G. R. (1986). Socialization tactics, self-efficacy, and newcomers' adjustments to organizations. *Academy of Management Journal, 29*, 262–279.
- Kealey, D. J., & Protheroe, D. R. (1996). The effectiveness of cross-cultural training for expatriates: An assessment of the literature on the issue. *International Journal of Intercultural Relations, 20*, 141-165.
- Kostecki, M. Naray, O. (2007). Commercial diplomacy and international business. Netherlands institute of international relations 'Clingendael', The Hague.
- Landis, D., & Brislin, R.W. (Eds.). (1996). Handbook of intercultural training (2nd ed.). Thousand Oaks, CA: Sage.
- Lee, D. (2004). The growing influence of Business in UK diplomacy. *International studies perspective, 5*: 50-54.
- Lee, L. Y., & Sukoco, B. M. (2010). The effects of cultural intelligence on expatriate performance: The moderating effects of international experience. *The International Journal of Human Resource Management, 21*(7), 963–981.
- Lewis, S. (1997). An international perspective on work–family issues. In S. Parasuraman, & J. H. Greenhaus (Eds.), *Integrating work and family: Challenges and choices for a changing world*. Westport, CN: Quorum Books.
- Li, S. Scullion, H. (2010). Developing the local competence of expatriate managers for emerging markets: A knowledge-based approach. *Journal of World Business 45* 190–196.
- Littrell, L, N. Sallas, E. (2005). A review of cross-cultural training: Best practices, guidelines, and research needs. *Human Resource Development Review, 4*: 305
- Locke, E. A. (1976). The nature and causes of job satisfaction. In M. C. Dunnette, editor, *Handbook of industrial and organizational psychology, 1297-1349*.

- Melissen, J. (1999). Ed. "Innovation in Diplomatic practice", Macmillan, London, pp. xvi-xvii.
- Mercier, A. (2007). Commercial diplomacy in advanced industrial states: Canada, the UK and the US.
- Meyer K. E. (2001). Institutions, transaction costs and entry mode choice. *Journal of International Business Studies*. 31: 357–368.
- Meyer, K. E. Estrin, S. Bhaumik, S.K. Peng, M.W. (2008). Institutions, Resources, and entry strategies in emerging countries. *Strategic Management Journal* 30: 61–80
- Morris, M. A., & Robie, C. (2001). A meta-analysis of the effects of cross-cultural training on expatriate performance and adjustment. *International Journal of Training and Development*, 5, 112-125.
- Morrison, E.W. (1993). Longitudinal study of the effects of information seeking on newcomer socialization. *Journal of Applied Psychology*, 78: 173-183.
- Mowday, R.T., Porter, L. & Steers, R. (1982). Employee-organization linkages: The psychology of commitment, absenteeism, and turnover. *New York: Academic Press*.
- Naray, O. (2008). Commercial diplomacy, a conceptual overview. *7th World Conference of TPOs – The Hague, The Netherlands*
- Naray, O. (2011). Commercial diplomats in the context of international business. *The Hague journal of diplomacy*. Pp. 121-148.
- Naumann, E. (1993). Organizational predictors of expatriate job satisfaction. *Journal of International Business Studies*, Vol. 24, No. 1, pp. 61-80.
- Netemeyer, R.G., Boles, J.S., McMurrian, R. (1996). Development and validation of work-Family conflict and family-work conflict scales. *Journal of Applied Psychology*. Vol. 81. No. 4, 400-410.
- Neuliep, J. W. (2003). 'Intercultural Communication: A Contextual Approach' (2nd ed.).USA. Houghton Mifflin.
- Offermann, L. R., & Gowing, M. K. (1990). Organizations of the future: Changes and challenges. *American Psychologist*, 45, 95–108.
- Osterloh, M., Frey, B. (2000). Motivation, knowledge transfer, and organizational forms. *Organization Science* 11 (4), 538–550.
- Parasuraman, S., & Greenhaus, J. H. (1997). The changing world of work and family. In S. Parasuraman, & J. H. Greenhaus (Eds.), *Integrating work and family: Challenges and choices for a changing world*. Westport, CN: Quorum Books.
- Pinto, L.H. Cabral-Cardoso, C. Werther Jr., B. (2012). Adjustment elusiveness: An empirical investigation of the effects of cross-cultural adjustment on general assignment satisfaction and withdrawal intentions. *International Journal of Intercultural Relations*. 36: 188—99.
- Potter, E.H. (2004). Branding Canada: the renaissance of Canada's commercial diplomacy. *International Studies Perspectives*, 5, 55-60.

- Rose, A. K. (2005). The foreign service and foreign trade: embassies as export promotion. *Working Paper 11111 National Bureau of Economic Research*, Cambridge, MA (USA).
- Saner, R. Yiu, L. (2003). International economic diplomacy: Mutations in post-modern times, Discussion papers in diplomacy, 84, The Hague, Clingendael Institute.
- Schotter, A. Beamish, P.W. (2011). Performance effects of MNC headquarters–subsidiary conflict and the role of boundary spanners: The case of headquarter initiative rejection. *Journal of International Management* 17: 243–259.
- Scott, W.R. (1995). Institutions and organizations. *Thousand Oaks, CA*
- Selmer, J. (2001). The preference for predeparture or postarrival cross-cultural training: An exploratory approach. *Journal of Managerial Psychology*, 16, 50-58.
- Selmer, J. (2002). Practice makes perfect? *International experience and expatriate adjustment. Management International Review*, 42: 71-87.
- Selmer, J. Torbiorn, I, de Leon, C. 1998. Sequential cross-cultural training for expatriate business managers: predeparture and postarrival. *The International Journal of Human Resource Management*. 9:5
- Shaffer, M. A., Harrison, D. A., & Gilley, K. M. (1999). Dimensions, determinants, and differences in the expatriate adjustment process. *Journal of international Business Studies*, 30: 557-582.
- Shannonhouse, R. (1996). Overseas-assignment failures. *USA Today/International*.
- Sims, R., Schraeder (2004). An examination of salient factors affecting expatriate culture shock. *Journal of Business and Management*, 10(1), 73-88.
- Spector, P. E. (1997). Satisfaction: Application, assessment, causes, and consequences. *CA: Sage*.
- Spector, P. E., Brannick, M.T. (2010). Methodological urban legends: The misuse of statistical control variables. *Organizational research methods*, 14(2): 287-305.
- Strubler, D. Park, S. Agarwal, A. (2011). Revisiting Black, Mendenhall, and Oddou (1991)'s Framework for International Adjustment model: a prescriptive approach. *Journal of International Business Research*, 2 (10).
- Takeuchi, R., Yun, S., & Tesluk, P. (2002). An examination of crossover and spillover effects of spousal and expatriate cross-cultural adjustment on expatriate outcomes. *Journal of Applied Psychology*, 87(4), 655–666.
- Takeuchi, R. Tesluk, P.E. Yun, S, Lepak, D.P. (2005). An integrative view of international experience. *The Academy of Management Journal*, Vol. 48, No. 1, pp. 85-100.
- Tashakkori, A. and Teddie, C. (2003) Handbook of Mixed Methods in Social and Behavioral Research. *Thousand Oaks, CA: Sage*.
- Tesluk, P. E., & Jacobs, R. R. (1998). Toward an integrated model of work experience. *Personnel Psychology*, 51: 321-355.

- Thomas, L. T., & Ganster, D. C. (1995). Impact of family-supportive work variables on work–family conflict and strain: A control perspective. *Journal of Applied Psychology, 80*, 6–15.
- Tong T, Reuer JJ, Peng MW. (2008). International joint ventures and the value of growth options. *Academy of Management Journal* 51(5)
- Tung, R. L. (1987). Expatriate assignments: Enhancing success and minimizing failure. *Academy of Management Executive, 1*, 117-126.
- Van Maanen, J., & Schein, E. H. (1979). Towards a theory of organizational socialization. In B. M. Staw(Ed.), *Research in organizational behavior*, Vol. 1: 209-264. Greenwich, CT: JAI.
- Wild, J. J., Wild, K. L. & Han, J.C.Y. (2000). International Business: an Integrated Approach. *New Jersey: Prentice-Hall*.
- Yakob, M. & Van Bergeijk, P.A.G. (2009). The weight of economic and commercial diplomacy. *International institute of Social Studies. Working paper, no: 478*.
- Zedeck, S., & Mosier, K. L. (1990). Work in the family and employing organization. *American Psychologist, 45*, 240–251.

Appendices

Appendix A: Interview request.....	i
Appendix B: Interview protocol.....	ii
Appendix C: Semi-structured interview	iii
Appendix D: Detailed background information	iv
Appendix E: Detailed recruitment and selection procedures	v
Appendix F: Motivational factors	vii
Appendix G: Online questionnaire request.....	viii
Appendix H: Online questionnaire	ix
Appendix I: Nationalities of the online questionnaire respondents	xi
Appendix J: Distribution of the dependent variables.....	xii
Appendix K: Descriptions of dependent and independent variables.....	xiii
Appendix L: Independent sample T-tests.....	xiv
Appendix M: SPSS output.....	xvi
Appendix N: Best CCT practices.....	xvii
Appendix O: Scatter plots.....	xviii

Appendix A: Interview request

The University of Twente (the Netherlands) - www.utwente.nl/en, and the International Management (IM) Group currently works on a large-scale international research project regarding commercial/economic diplomacy. The goal is to contribute to the understanding of how diplomats work and how companies can benefit from it. So far, an in-depth understanding of commercial diplomacy conducted by various countries is lacking.

On behalf of the IM Group of the University of Twente, I would like to ask you for an interview. This interview will be of an explorative nature and will take maximum 30 minutes of your time. The focus of the interview will be on Human Resource practices. The topics that are going to be discussed are going to be selection and recruitment, training and development, motivation and retention and finally benefits and rewards. The results will then be used to develop a questionnaire which will be sent out to embassies all over the globe. Everything will be absolutely anonymous. *This research is done independent from any governmental body or private partner organization!*

It would be most ideal if we could plan the interview in week 23 or 24. If there is any reason for you to decline my request, would it be possible to forward this request to another diplomat from your economic/trade department?

Looking forward to your positive response,

Yours faithfully,

Thomas Binnenmars
Economic Department

=====

Embassy of The Kingdom of The Netherlands
Jl. HR Rasuna Said Kav. S-3
Kuningan 12950
Jakarta, INDONESIA
T: +6221-524 8254
M: +6282123580224
@: t.binnenmars@minbuza.nl
<http://indonesia.nlembassy.org> (EN)

Appendix B: Interview protocol

1. Before the interview

- Thank the person for providing the opportunity to interview them;
- Explain the goal of the interview:
To gain insights in how certain HR practices (selection and recruitment, training and development, motivation and retention and benefits and rewards) are perceived by commercial diplomats working for Embassies and TPO's from countries all over the world. This interview is an exploratory study, whereby results are going to be used to design an in depth-study. The questions will be semi-structured, open-ended;
- The responsible institution: University of Twente;
- The results of the research will be published in a Master of Science thesis;
- Ask the permission to use audio devices, otherwise notes;
- Stress that the interviewees will be kept anonymous for the research.

2. After the interview

- Thank the interviewee again for his/her cooperation;
- Write down location, date & time, setting, informant background info and impression of how the interview went as soon as possible in a separate document;
- Write down more around the notes that might have been made as soon as possible;
- Transcribe the interview as soon as possible.

Appendix C: Semi-structured interview

Intro: Personal & job characteristics (background information)

Name	:
Job title	:
Key aspects and responsibilities of the job	:
Age	:
Years in role	:
Qualifications	:

Recruitment and selection

1. How were you recruited (for example: through which channels, instruments etc.)?
2. How were you selected (for example: tests, interviews, etc.)?
3. What were the requirements for your job (for example: pre studies, studies, experience, minimum age, education)?
4. To what extent is the selection procedure standardized for all your country's embassies and consulates? To what extent are the embassies and consulates of your country free to recruit and select their diplomatic personnel? Or does your central government selects you?

Motivation and retention

1. How does this organization keep you motivated? (which methods, tactics, instruments, etc.)? Or specific factors (financial rewards, status, praise and acknowledgement, competition, job security, public recognition, fear, perfectionism, results, critics, promotion)?
- 2a. How would you assess the level of autonomy in your job? (Maybe too much procedures, too bureaucratic).
- 2b. Can you choose your own focus areas in which you work? Or assigned by others.
3. How does this organization make you stay to work for them?
4. To what extent do you have the feeling that you have enough security in your job (How is the organization trying to give you the feeling that you're valuable to the organization)?

Training and development

1. How does this organization take care of keeping your skills up-to-date? (are you 'pushed' to follow courses, training etc.)? are you allowed yourself to select training, courses, conferences etc.)?
2. To what extent does your organization provide you with a development plan? In which you have to develop yourself to a certain extent? Or that it includes a career planning? And what are the focus areas in which you have to develop yourself?

Rewards and benefits

1. What are the tangible benefits/organization the organization provides to you for your work?
2. What are the intangible benefits/rewards the organization provides to you for your work?

Appendix D: Detailed background information

Table 17: Backgrounds of respondents

Backgrounds of respondents (11)	Economics/trade	International relations, law and politics	Other
Australia	x	x	x (Chinese)
Belgium (1)	x		
Belgium (2)		x	
Brazil			x (aeronautics)
Canada			x (journalism)
Czech republic	x		
Denmark	x		
Netherlands (1)		x	
Netherlands (2)			x (agriculture)
Poland	x		x (linguistic)
United States	x		

Table 18: periods and years in service.

Type of commercial diplomat/ years in service	Career diplomat	Years in service	Posting periods (in years)**
Australia	Yes	7	3
Belgium (1)	No	16	7***
Belgium (2)	Yes	5	4
Brazil	Yes	15	2-3
Canada	No	8	2-4
Czech Republic	Yes	6	3-4
Denmark	No	7	4
Netherlands (1)	Yes	17 (some interruptions)	4
Netherlands (2)	Yes	16	4
Poland	No	3	4
United States	No	17	3-4*

*: Depends on the hardship level.

**: Special postings with more risks/constraints such as Iraq, Iran, Afghanistan etc. have shorter posting periods.

***: Trade attaché, working from an office in the Belgian embassy with a diplomatic passport

Appendix E: Detailed recruitment and selection procedures

Table 19: Selection procedures for career diplomats.

	Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
Australia	Candidate had to answer 5 questions concerning trade policies in essay form.	Candidate had an interview with a panel of 3. Based on this, Foreign Affairs made a “list of merit” every year.	Before being posted, candidate had to work for at least 3 years in the Ministry of Foreign Affairs.	After these 3 years, candidate could apply for a position abroad. A motivation letter and two references were needed.	Candidate was put in front of a committee who allocated the positions (you can apply for a maximum of 8 positions).
Belgium	Candidate had to do jury exams which consisted of written and oral tests (assessed by professors and delegates from foreign affairs).	Candidate had to do language tests and psychological tests.	Candidate had to do logical tests (e.g. somebody was telling a story, and the respondent had to write a summary and critical analysis without having made any notes).	Candidate received a 2 year contract as a stagier. Candidate was required to work for a year in the Ministry of Foreign Affairs, and one year abroad.	Candidate had to do a final exam, which consisted of economics, law, politics and social sciences.
Brazil	Candidate had to do a general knowledge test, and a written exam in Portuguese and English	Candidate had to do oral examinations, in English and Portuguese. Both examined by a board of 3 ambassadors.	Candidate had to do written tests which consisted of History (Brazilian and international), Geography, Law and Economics. They also added Spanish and French exams as well.	Candidate had to go to the diplomatic academy for 2 years.	After the diplomatic academy, the candidate had to work for at least 2 years in the Ministry of Foreign Affairs.
Czech Republic	Candidate had to do entry level interviews and tests that took around 3 to 4 days.	Candidate received a 1 year contract in which the candidate had to follow a whole year of in-house training and this also included a 2 month internship abroad.	Candidate had to work for a few years in the Ministry of Foreign Affairs before he was allowed a posting abroad. The first post will be more difficult, less popular destinations.		
Netherlands (2)	Candidate had an interview with the HR-department of the Ministry of Foreign Affairs who gave a positive or negative advice (but can be ignored).	Candidate had to do a whole range of tests. Such as intelligence and psychological tests, and interviews with several departments (high level). Candidate also had to do interviews in French, German and English.	Candidate had to do role games, many tests (e.g. how quick can you learn a new language,) and candidate had to visit people at home, who could ask things about anything they want.	Procedure ended in a big room with 13 people in front of the candidate, and they asked the candidate anything they wanted in 15 minutes.	The candidate had to go to the diplomatic academy, and had to work for the Ministry of Foreign Affairs before being posted abroad.

Table 20: Selection procedures for specialists

	Stage 1	Stage 2	Stage 3
Belgium	Candidate had to do government exams (economic, legal, logic, analyses).	Candidate had to undergo elimination rounds based on logic and economical knowledge.	Candidate was put in a recruitment reserve for 2 years. In these 2 years, candidate would be approached to fulfil a position abroad within two weeks.
Canada	Candidate had to do government exams.	Candidate to do an interview.	
Denmark	Not the regular way. The candidate was asked to apply for a position as a commercial diplomat. The candidate had to start with initial interviews by phone (Since he was living in Kenya).	Candidate had to do psychological tests	
Poland	Candidate had to an interview with delegates from the Ministry of Foreign Affairs.	Candidate had to do an interview with delegates from other divisions.	Candidate had to do a job interview, in which the candidate had to prepare and present a presentation in very little time
USA	Candidate had to do a written examination	Candidate had to do interviews	Candidate had to do role playing games

Appendix F: Motivational factors

Table 21: Motivational factors. + (plus) indicate that a certain factor contributed to the motivation of a specific respondent and a – (minus) indicate that a certain factor did not contributed to the motivation of a specific respondent.

Motivational factors for every respondent	1. Financial rewards	2. Lifestyle	3. Job contents	4. Job security	5. Career development opportunities	6. Status
Australia	-	+	+	+	+	-
Belgium (1)	-	+	+	+	-	-
Belgium (2)	-	+	+	+	+	-
Canada	+	+	+	-	+	-
Czech Republic	-	+	+	-	+	+/-
Denmark	-	+	+	-	+	-
Brazil	+	+	+	+	+	-
Poland	-	+	+	-	-	-
Netherlands (1)	-	+	+	+	-	+/-
Netherlands (2)	-	+	+	+	+	-
USA	+	+	+	-	+	-

Appendix G: Online questionnaire request

Dear commercial/economic diplomat/trade attaché,

We would like to invite you to participate in a small internet survey on Commercial Diplomacy (via the link below). If this invitation has reached a non-commercial/economic diplomat/trade attaché, we would like to kindly ask you if you could forward this invitation to a colleague of yours who is acting as such.

This survey is part of a research program in Commercial Diplomacy and International Business in a Changing Global Economy being organised by the International Management Group of the University of Twente and Windesheim University of Applied Sciences. The aim of this program is to understand, explain and improve commercial diplomacy practices and policies.

The survey is being sent to commercial/economical diplomats/trade attachés who represent their home country in either Brazil, Canada, India, Indonesia and the Netherlands. Participation in this survey would be very much appreciated. Participation is anonymous, and the individual data will not be shared with any external partner.

The survey consists of questions concerning your satisfaction with working and living abroad, and some typical issues that could be related to this. For example the degree to what extent you are adjusted to your host country, the degree of local staff support and your responsibilities.

Completing the survey should not take more than 15 minutes. The questionnaire commences with questions covering basic data such as in what country you are posted. This is needed to compare the different countries with other data. However, the countries will not be mentioned by name in the aggregated results of this research to guarantee your anonymity.

The survey can be directly started via the following link: <http://questionnaire.netq-survey.com/9b2bd9a1-8c79-4a22-901c-d95498b36ea4>

Please contact us via the email address given below if you have any questions regarding the survey, if you would like to have some additional information, or if you are interested in the outcomes.

To assure the quality of this study, your participation is very important and truly valuable in advancing our understanding of this subject. We would appreciate it very much if you could fill in the survey within two weeks.

Kind regards,

Thomas Binnenmars (Researcher) t.binnenmars@student.utwente.nl

Dr. Huub J.M. Ruë (Research leader)

- Guest editor of special issues for *The European Journal of International Management*, *The International Journal of Human Resource Management*, and *The Hague Journal of Diplomacy*.

- Editorial board member of *The International Journal of Business Environment* <http://www.inderscience.com/jhome.php?jcode=ijbe> and *The International Journal of Economy and Diplomacy* <http://www.inderscience.com/jhome.php?jcode=ijdi>

Appendix H: Online questionnaire

Table 22: Constructs of the online questionnaire

Construct	Questions
Work satisfaction 1= Completely Dissatisfied; 7= Completely Satisfied.	1. <i>How satisfied are you with your compensation package?</i> 2. <i>How satisfied are you with your job responsibilities?</i> 3. <i>How satisfied are you with your job's challenge?</i> 4. <i>How satisfied are you with your job's career impact?</i>
Intention to leave 1 = Strongly disagree; 7 = Strongly agree.	1. <i>It would take little change in my present circumstances to cause me to consider asking to leave this present posting.</i> 2. <i>I am seriously considering returning early to my home country.</i>
Current posting experience 1 = Less than 6 months; 2= Between 6 and 12 months; 3 = Between 12 and 24 months; 4= between 24 and 48 months; 5 = more than 48 months.	<i>Amount of months working at current location?</i>
Cross-cultural training 1= Strongly disagree; 7 = Strongly agree	1. <i>Have you received any cultural awareness training?</i> 2. <i>Are you assisted in developing host-culture appropriate behaviours?</i> 3. <i>Have you received local language training?</i> 4. <i>Are you provided with enough information regarding living and working conditions?</i>
General adjustment 1 = Not adjusted at all; 7=very well adjusted	1. <i>How adjusted are you to generally living in your host country?</i> 2. <i>How adjusted are you to the transportation system in your host country?</i> 3. <i>How adjusted are you to the food in your host country?</i> 4. <i>How adjusted are you to shopping in your host country?</i> 5. <i>How adjusted are you to the weather in your host country?</i> 6. <i>How adjusted are you to the entertainment available in your host country?</i>
Work adjustment 1 = Not adjusted at all; 7=very well adjusted	1. <i>How adjusted are you to your job and responsibilities?</i> 2. <i>How adjusted are you to supervising local subordinates</i> 3. <i>How adjusted are you to working local co-workers?</i> 4. <i>How adjusted are you to working with locals outside your company the embassy/trade promotion organization?</i>
Imbalance between personal life and work 1= Strongly disagree; 7=Strongly agree	1. <i>The demands of my work interfere with my home and family life.</i> 2. <i>The amount of time my job takes up makes it difficult to fulfill family responsibilities.</i> 3. <i>Things I want to do at home do not get done because of the demands my job puts on me.</i> 4. <i>My job produces strain that makes it difficult to fulfill family duties.</i> 5. <i>Due to work-related duties, I have to make changes to my plans for family activities.</i>

<p>Responsible for boundary spanning behaviour 1= Not at all responsible; 5= Completely responsible</p>	<p>Ambassador role</p> <ol style="list-style-type: none"> 1. Protecting the embassy/trade promotion organization from outside interference. 2. Preventing outsiders from 'overloading' the embassy/trade promotion organization with information or requests. 3. Talking up the importance of the work unit to outsiders. 4. Persuading outsiders that my the embassy/trade promotion organization performs activities that are important to the economy. <p>Task coordination role</p> <ol style="list-style-type: none"> 1. Resolving business problems with people outside of the embassy/trade promotion organization. 2. Coordinating activities with people outside the embassy/trade promotion organization. 3. Procuring things that the embassy/trade promotion organization requires from outside. <p>Scout role</p> <ol style="list-style-type: none"> 1. Finding out what other companies, institutions are doing. 2. Scanning the environment inside or outside of the embassy/trade promotion organization for ideas/expertise. 3. Collecting technical information/ideas from individuals outside of the embassy/trade promotion organization.
<p>Local staff support 1= Strongly disagree; 7= Strongly agree</p>	<ol style="list-style-type: none"> 1. Almost all of the local staff have been supportive of me personally. 2. I have had to change my attitudes and values to be accepted by local staff in this organization. (R) 3. Local staff have gone out of their way to help me adjust to this organization. 4. feel that experienced local staff have held me at a distance until I conform to their expectations. (R). 5. Experienced local staff see advising or training newcomers as one of their main job responsibilities in this organization. 6. I have received little guidance from experienced local staff as to how I should perform my job. (R)

Appendix I: Nationalities of the online questionnaire respondents

Table 23: Nationalities of respondents

Respondents originated from a developed country	Commercial diplomats originated from an emerging country
Austria	Bulgaria
Belgium (2 respondents)	Chile
Denmark	Colombia
Finland	Czech Republic
Greece	Hungary
Ireland (3)	Latvia
Israel	Mexico
Italy (2)	Poland (2)
Netherlands	Russia
Norway (2)	South Africa
Portugal (2)	Thailand
Slovenia	Turkey (2)
Spain	
Sweden (2)	
Switzerland (2)	
Total: 23	Total: 14

Appendix J: Distribution of the dependent variables

Figure 3: Distribution of scores concerning work satisfaction

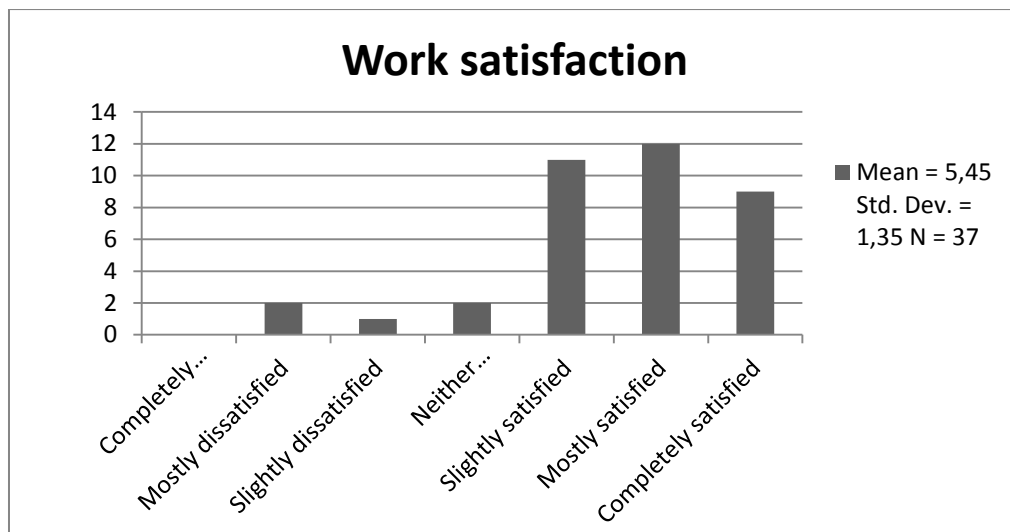


Figure 4: Distribution of scores concerning general adaption

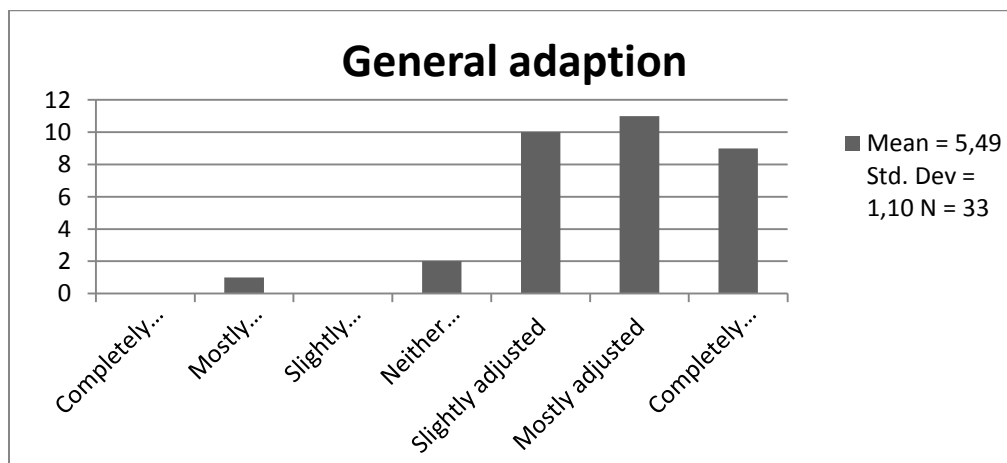
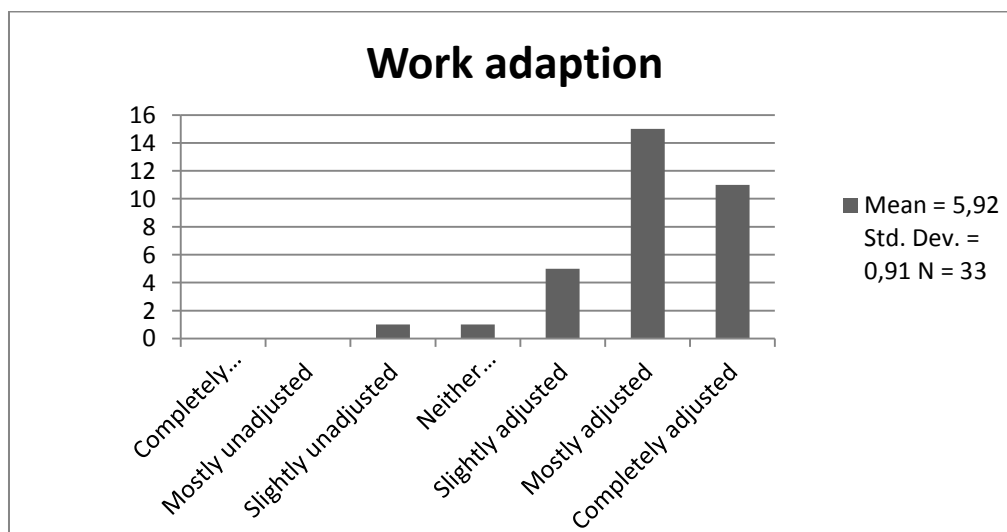


Figure 5: Distribution of scores concerning work adaption



Appendix K: Descriptions of dependent and independent variables

Table 24: Descriptions of dependent variables.

Dependent Variables	N	Mean	STD. Dev	Min	Max	Reliability	Items
Work satisfaction	37	5,45	1,26	1,75	7,00	0,891	4
Intention to leave	37	2,65	1,35	1,00	6,00	0,678	2
General adaption*	33	5,49	1,10	1,50	7,00	0,868	6
Work adaption*	33	5,92	0,91	3,25	7,00	0,883	4

*: These items are both used as dependent as independent variables.

Table 25: Descriptions of independent variables.

Independent Variables	N	Mean	STD. Dev	Min	Max	Reliability	Items
General adaption*	33	5,49	1,10	1,50	7,00	0,868	6
Work adaption*	33	5,92	0,91	3,25	7,00	0,883	4
Cross-cultural training	35	4,10	1,64	1,25	7,00	0,901	4
Experience present posting	37	3,14	1,32	1,00	5,00	-	1
Imbalance pers. Life and work	32	4,23	1,38	1,80	7,00	0,924	5
BSB roles	32	3,58	0,87	1,60	5,00	0,904	10
• Bsb-ambassador role	32	3,48	0,99	1,00	5,00	0,804	4
• Bsb-task coordination role	32	3,56	0,99	1,67	5,00	0,685	3
• Bsb-scout role	32	3,74	0,95	1,00	5,00	0,907	3
Local staff support	32	4,87	1,04	2,00	6,60	0,699	5**

*: These constructs are both used as dependent as independent variables.

**: In order to improve the validity of the local staff support construct, we deleted one item.

Appendix L: Independent sample T-tests

Table 26: Independent sample t-tests for work satisfaction, intention to leave, general adaption and work adaption of commercial diplomats working in developed countries versus working in emerging countries.

Variables	N		Mean		Std. dev.		Signif. (2-tailed)
	Devel.	Emerg.	Devel.	Emerg.	Devel.	Emerg.	
Work satisfaction	23	14	5,75	4,96	1,00	1,50	0,064*
Intention to leave	23	14	2,89	2,25	1,39	1,24	0,165
General adaption	20	13	5,62	5,31	0,90	1,36	0,438
Work adaption	20	13	6,03	5,73	1,02	0,72	0,354

*Difference is moderately significant at 0,1 level (2-tailed).

Table 27: Independent sample t-tests for work satisfaction, intention to leave, general adaption and work adaption of male commercial diplomats versus female commercial diplomats.

Variables	N		Mean		Std. dev.		Signif. (2-tailed)
	Male	Female	Male	Female	Male	Female	
Work satisfaction	24	13	5,03	6,23	1,32	0,64	0,004*
Intention to leave	24	13	2,60	2,73	1,31	1,48	0,790
General adaption	21	12	5,53	5,43	1,21	0,91	0,803
Work adaption	21	12	6,00	5,77	0,77	1,14	0,497

* Difference is highly significant at 0,01 level (2-tailed).

Table 28: Independent sample t-test for work satisfaction and intention to leave of 0-15 employees offices versus 16-30 employees offices.

Variables	N		Mean		Std.dev.		Signif. (2-tailed)
	<15	16-30	<15	16-30	<15	16-30	
Work satisfaction	27	10	5,44	5,48	1,25	1,34	0,949
Intention to leave	27	10	2,72	2,45	1,26	1,64	0,594
General adaption	24	9	5,31	5,98	1,18	0,67	0,12
Work adaption	24	9	5,90	5,97	0,81	1,20	0,83

Table 29: Independent sample t-test for work satisfaction, intention to leave, general adaption and work adaption of age between 20-40 versus 41+ .

Variables	N		Mean		Std. dev.		Signif. (2-tailed)
	Age 20-40	Age 41+	Age 20-40	Age 41+	Age 20-40	Age 41+	
Work satisfaction	14	23	5,70	5,30	0,77	1,47	0,365
Intention to leave	14	23	3,00	2,43	1,40	1,31	0,223
General adaption	12	21	5,43	5,53	0,91	1,21	0,660
Work adaption	12	21	5,77	6,00	1,14	0,77	0,447

Table 30: Independent sample t-test for work satisfaction, intention to leave, general adaption and work adaption of commercial diplomats originated from a developed country versus commercial diplomats originated from an emerging country.

Variables	N		Mean		Std. dev.		Signif. (2-tailed)
	Devel.	Emerg.	Devel.	Emerg.	Devel.	Emerg.	
Work satisfaction	23	14	5,74	4,98	1,08	1,42	0,075*
Intention to leave	23	14	2,33	3,18	1,28	1,35	0,062*
General adaption	21	12	5,71	5,13	0,84	1,41	0,146
Work adaption	21	12	6,02	5,73	0,91	0,93	0,381

*Difference is moderately significant at 0,1 level (2-tailed)

Table 31: Independent sample t-test for work satisfaction of commercial diplomats who have a low responsibility in the ambassadorial, task coordination and scout boundary spanning behaviour roles versus and commercial diplomats who have a high responsibility in these roles.

Variables	N		Mean		Std. dev.		Signif. (2-tailed)
	low resp.	High resp.	Low resp.	High resp.	Low resp.	High resp.	
Ambassadorial role	13	19	5,83	5,28	0,62	1,48	0,16
Task coordination role	13	19	5,71	5,36	0,76	1,46	0,427
Scout role	7	25	5,86	5,40	0,73	1,32	0,391

Appendix M: SPSS output

Table 32: Pearson correlations of all dependent and independent variables.

		1	2	3	4	5	6	7	8
1. Work satisfaction	Correlation	1							
	Sig.								
	N	37							
2. Intention to leave	Correlation	-,022	1						
	Sig.	,448							
	N	37							
3. Cross-Cultural Training	Correlation	,506**	-,137	1					
	Sig.	,001	,215						
	N	35	35	35					
4. Months working at present posting	Correlation	,071	,152	,156	1				
	Sig.	,338	,184	,185					
	N	37	37	35	37				
5. General adaption	Correlation	,376*	,033	,461**	,320*	1			
	Sig.	,016	,427	,003	,035				
	N	33	33	33	33	33			
6. Work adaption	Correlation	,378*	-,084	,632**	,011	,475**	1		
	Sig.	,015	,321	,000	,476	,003			
	N	33	33	33	33	33	33		
7. Imbalance between work and personal life	Correlation	-,084	,355*	-,215	-,165	-,089	-,016	1	
	Sig.	,323	,023	,118	,184	,315	,466		
	N	32	32	32	32	32	32	32	
8. Local staff support	Correlation	,521**	-,029	,408*	,007	,288	,573**	-,187	1
	Sig.	,001	,438	,010	,484	,055	,000	,153	
	N	32	32	32	32	32	32	32	32

Appendix N: Best CCT practices

Table 33: Best practices (Littrell & Salas, 2005)

1. Design <ul style="list-style-type: none">• Adjust the length of training based upon the unique features of the assignment.• Determine according to organizational and expatriate needs whether cross-cultural training (CCT) should be culture-general or culture specific.• Offer CCT to expatriates and accompanying family members.• Have the human resource department play a large role in planning and implementing the CCT intervention.
2. Delivery <ul style="list-style-type: none">• Use multiple delivery strategies within one training program.• Tailor the delivery strategy according to the goals of the training.• Provide expatriates with online real-time support materials.• Keep international staff members up to date on home organization issues by bringing them home for periodic meetings.• Provide the expatriate with personalized coaches.• Offer CCT prior to departure, immediately following arrival in the host country, or at both times.
3. Evaluation <ul style="list-style-type: none">• Evaluate the CCT program each time it is implemented• Use numerous criteria to evaluate success and/or failure.• Conduct surveys to assess the expatriate's satisfaction with the training and the overall assignment.

Appendix O: Scatter plots

Figure 6: Scatter plot: Cross cultural training on general adaption

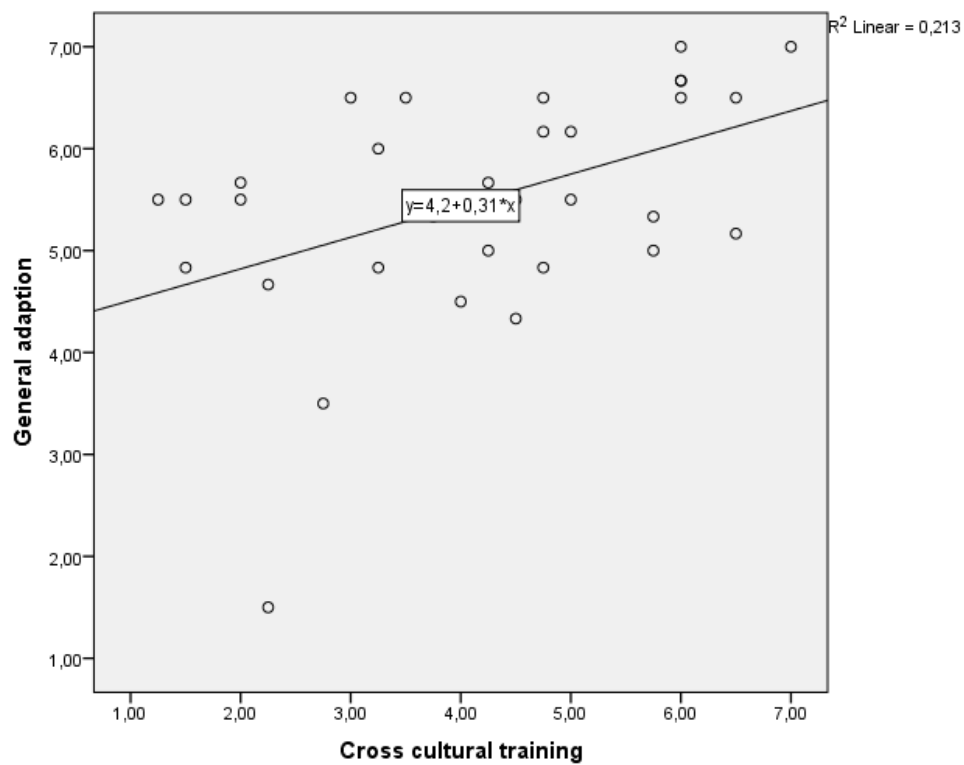


Figure 7: Scatter plot: Cross cultural training on work adaption

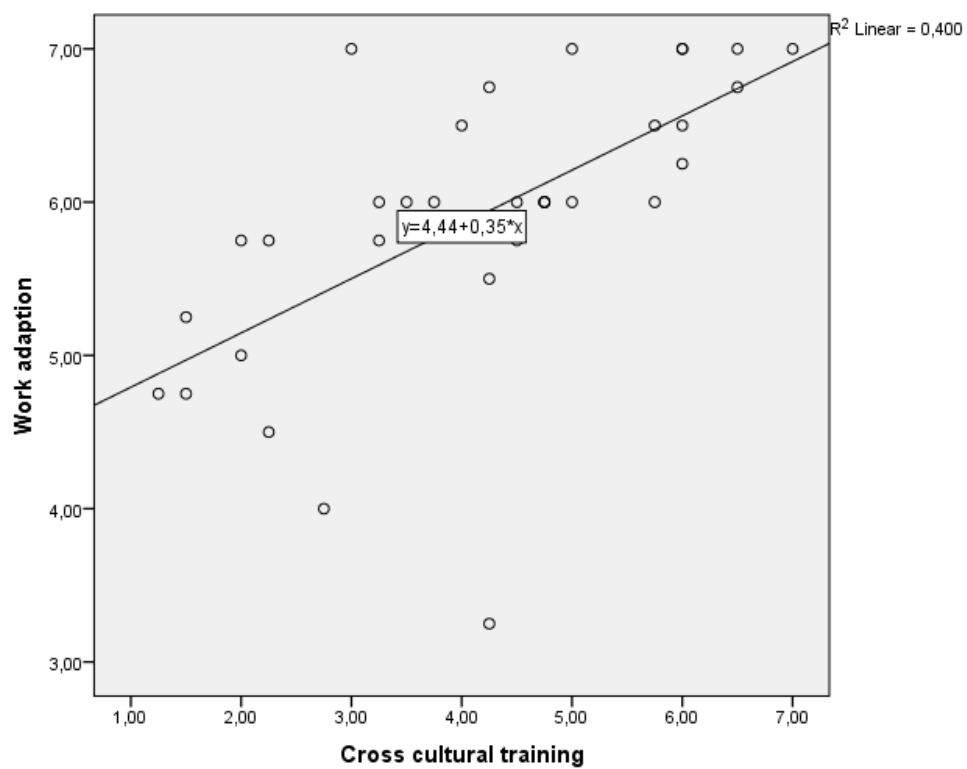


Figure 8: scatter plot: Local staff support on work satisfaction

